

## APPENDIX

**Firoz Holla**  
Ph.D Student  
Faculty of Education & Psychology,  
M S University, Baroda.

29th December 1992

To,

Dear Sir,

This is a piece of research to know 'Opinions' of Supervisors(Officers) & Managers about some personal and work related factors. The research is undertaken for purely scientific purpose.

Please do not place your name or your company's name in this booklet. All personal data should be mentioned on 1st page and no-where else

The data are to be collected from a number of Industries of different types. Collected data will be treated collectively as a researcher is not concerned with any individual employee

Your frank, objective and accurate report will be valuable contribution to an area of research

I will be grateful to you, if you kindly return the booklet with required information at a very early date

Yours sincerely,

(Firoz Holla)

Encl Personal Bio-Data Form and  
A Booklet Of Questionnaire of different areas

## ROLE STRESS CONFLICT ORS - SCALE

People have different feelings about their roles. Statements describing some of their feelings are given below. Read the statements carefully, think a little and then tick mark (✓) one of the five opinions which best describes your feelings

SN	Statements	OPINIONS				
		Never feel this way	Occasionally feel this way	Sometimes feel this way	Frequently feel this way	Very frequently feel this way
1.	I hardly find time to have any meaningful interaction with my friends and family members.					
2	Life is exceedingly complex and one has to face the challenges of life but there is hardly any opportunity in my present role to prepare myself for the same.					
3	Much time and energy is wasted when I try to comprehend the various conflicting demands made upon me					
4	Often I feel that my talents and abilities are not at all utilised in my present role.					
5.	I am overburdened in my present role.					
6.	I wish there was more consultation between my role and other roles.					
7	I do not have adequate knowledge to handle the responsibilities in my role					
8.	The work I do in the organisation is not related to my interests.					
9.	Several aspects of my role are vague and unclear.					
10.	I do not get information needed to carry out responsibilities assigned to me.					
11.	My role tends to interfere with my family life.					
12.	There is very little scope for personal growth in my role.					
13.	I feel that the various demands and expectations which are placed on me by others are themselves conflicting and contradictory.					
14.	I wish I had been given more challenging tasks to do					
15.	I have been given too much responsibility.					
16.	There is not enough interaction between my role and other roles.					
17.	I need more training and preparation to be effective in my work role.					
18.	Much of what I do in my present role does not reflect my genuine interest.					
19.	I am not clear on the scope and responsibilities of my role.					
20.	I feel that the role should be so designed that it should provide necessary feed-back and information about how well the role is being carried out.					
21.	I experienced a good deal of tension while carrying out extra organisational roles because I am heavily loaded in my present role.					
22.	I am afraid I am not learning enough in my present role for taking up higher responsibilities.					
23	I am not able to satisfy the conflicting demands of various people over me.					
24.	Many people say that what I am doing in my present role is of no significance to anyone					

SN	Statements	OPINIONS				
		Never feel this way	Occasionally feel this way	Sometimes feel this way	Frequently feel this way	Very frequently feel this way
25.	I am given so much of work and responsibilities that I am unable to give proper justice to them.					
26.	In my present role there is nothing which could be considered as joint problem solving or collaborating with others in planning activities.					
27.	I wish I had prepared myself well for my role.					
28.	If I am given a free choice I would prefer to do some thing different from what I am doing now.					
29.	My role has not been defined clearly and in details.					
30.	I find it difficult to do my job effectively because I do not have adequate resources.					
31.	My organisational responsibilities interfere with my extra organisational roles.					
32.	I do not see any hope in near future to get any opportunity for my personal development.					
33.	I often experience a conflict due to inconsistent demands and expectations from different people.					
34.	My role has recently been reduced in importance.					
35.	The amount of work I have to do interfere with the quality I want to maintain.					
36.	Even when I take initiative for discussions to help, there is not much response from other roles.					
37.	I have not had pertinent training for my role.					
38.	I am not able to use my training and expertise in my role.					
39.	I am often thrown into doubts because I do not know what exactly I am expected to do.					
40.	I do not get enough resources to be effective in my role.					
41.	My role does not allow me to have enough time with my family.					
42.	I realise that my present role is a routine and it hardly prepare me for taking up higher responsibilities.					
43.	The expectations of my seniors conflict with those of my juniors.					
44.	I feel that my present role can hardly be considered as having some importance or meaning.					
45.	My workload is too heavy.					
46.	Other role occupants do not give enough attention and time to my role.					
47.	I wish I had acquired higher level proficiencies before taking up the present role.					
48.	I am required to do many things in my present role that are not consistent with my self-concept.					
49.	I neither know what different activities I am expected to carryout nor do I know which activities are to be given higher priorities.					
50.	There is a lot of discrepancy between what I am expected to do and what actually I am doing. This is so because I do not have adequate financial and other resources.					

## JOB SATISFACTION

People have different feelings about their jobs. There are 18 statements below, please read the statements carefully, think a little and then tick mark (✓) one of the 5 opinions which best describes your feeling about the statement regarding your job

SN	Statements	OPINIONS				
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1.	My job is like a hobby to me.					
2.	My job is usually interesting enough to keep me away from getting bored.					
3.	It seems that my friends are more interested in their job.					
4.	I consider my job rather unpleasant.					
5.	I enjoy my work more than my leisure time.					
6.	I am often bored with my job.					
7.	I feel fairly well satisfied with my present job.					
8.	Most of the time I have to force myself to go to work.					
9.	I am satisfied with my job for the time being.					
10.	I feel that my job is not as interesting as others I could get.					
11.	I definitely dislike my work.					
12.	I feel that I am happier in my work than most other people.					
13.	Most days I am enthusiastic about my work.					
14.	Each day of my work seems like it will never end					
15.	I like my job better than the average employee in my position does.					
16.	My job is pretty uninteresting.					
17.	I find real enjoyment in my work.					
18.	I am disappointed with this job.					

## ORGANISATIONAL CLIMATE

Below given are six statements for each of several aspects of the work culture or climate of the part of organisation you are located in. Please read the statements carefully, think a little and then tick mark ( ) one of the 7 opinions which best describes your feeling about the statement regarding the climate

SN	Statements	OPINIONS						
		Little or none	Just a little	A little	Fairly Moderate	Fairly High Degree	Fairly Great Deal	Maximum
I	<b>ORIENTATION</b>							
1.	People here are mainly concerned about following laid down rules and procedures.							
2.	The main concern of people here is to help each other develop greater skills and so, advance in the organisation.							
3.	Achieving goals or targets set or excelling them, seems to be the main concern.							
4.	Consolidating one's own personal position and influence seems to be the main concern.							
5.	The dominant concern here is to maintain friendly relations with others.							
6.	The main concern of the people here is to develop their competence and expertise.							
II	<b>INTERPERSONAL RELATIONSHIP</b>							
1.	In this organisation most informal groups are formed around experts.							
2.	The atmosphere here is very friendly and people spend enough time in informal social relations.							
3.	There are strong cliques in the organisation to protect their interests.							
4.	Business-like relationship prevails here, people are warm but get together mostly for ensuring excellence in performance.							
5.	People have strong association mostly with their supervisors and look for suggestions and guidance from them.							
6.	People here are mostly inefficient. They don't bother about what others are doing.							
III	<b>SUPERVISION</b>							
1.	Supervision here is usually to check mistakes and 'catch' the person.							
2.	Supervisors here strongly prefer that their subordinates ask them for instruction & suggestion.							
3.	Supervisors here take pains so that their subordinates improve their personal skills & chances of advancement.							
4.	Supervisors reward outstanding achievements.							
5.	Supervisors try to use their expertise & competence rather than their formal authority in influencing their subordinates.							
6.	Supervisors here are more concerned with maintaining good relations with their subordinates than stressing duties and performance.							

SN	Statements	OPINIONS						
		Little or none	Just a little	A little	Fairly Moderate	Fairly High Degree	Fairly Great Deal	Maximum
IV	<b>MANAGING PROBLEMS</b>							
1.	People here take problems as challenge and try to find better solutions than anybody else.							
2.	Experts are consulted and they play an important role in solving problems.							
3	People mostly consult their friends while dealing with problems							
4	Problems are solved keeping in mind the needs and benefit to the people in the organisation and the society at large							
5	People usually refer the problems to and look for solutions from their subordinates							
6	Usually problems are solved by superiors without involving their subordinates							
V	<b>MANAGING MISTAKES</b>							
1	The person making a mistake is not rejected, he is shown much warmth by his friends.							
2	Here the philosophy is that the supervisor can commit no mistake and the subordinate does not make one.							
3	Usually people are able to acknowledge and analyse their mistake because they can expect to receive help and support from others.							
4	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 the future.							
5.	Subordinates expect guidance from their superiors to correct or prevent making mistakes							
6	Help of experts is sought in analyzing and preventing mistakes.							
VI	<b>MANAGING CONFLICTS:</b>							
1	Most interpersonal and inter-departmental conflicts arise out of striving for higher performance and these are analyzed and resolved with the overriding consideration being high productivity							
2	Conflict are usually avoided or smoothed over to retain the friendly atmosphere							
3.	Arbitration or third party intervention (usually by experienced persons or seniors) is sought and used.							
4	In a conflict situation those who are stronger force their point of view							
5.	In resolving conflicts appeal is made to principles and organisational ideals and the larger good of the organisation.							
6.	Relevant experts are consulted and used in resolving conflicts.							

SN	Statements	OPINIONS						
		Little or none	Just a little	A little	Fairly Moderate	Fairly High Degree	Fairly Great Deal	Maximum
<b>VII</b>	<b>COMMUNICATION</b>							
1.	Instructions are issued after due consideration by the authorities and are expected to be carried out							
2.	Most communication is informal & friendly and arises from as well as contributes to warm relations at work							
3.	People ask for information from those who are experts on the subject.							
4.	Relevant information is made available to all who need and can use such information for achieving high performance.							
5.	People communicate information, suggestions, and even criticisms to others out of concern for them							
6.	Communication is often selective-people usually give or hold back crucial information as a way of control.							
<b>VIII</b>	<b>DECISION MAKING:</b>							
1.	While taking decisions, people make special attempts to maintain cordial relations with all concerned							
2.	Decisions are made at the top and communicated downward, and people here generally prefer this.							
3.	People who have demonstrated high achievement have a great say in the decisions made here.							
4.	Decisions here are generally made without involving subordinates or colleges.							
5.	Decisions are made and influenced by specialists and knowledgeable persons.							
6.	Decisions are made by keeping in view the good of the employees and of society							
<b>IX</b>	<b>TRUST:</b>							
1.	Only a few persons are trusted by management and they are quite influential.							
2.	Trusting and friendly relations are highly valued here.							
3.	High value is put here on both the superior and his subordinate trusting each other like father and son							
4.	The specialists and the experts are highly trusted here.							
5.	Here a general helping attitude generates mutual trust.							
6.	Those who can achieve results are highly trusted.							



SN	Statements	OPINIONS						
		Little or none	Just a little	A little	Fairly Moderate	Fairly High Degree	Fairly Great Deal	Maximum
<b>X</b>	<b>MANAGING REWARDS:</b>							
1.	Mainly excellence in performance and getting tasks accomplished is rewarded.							
2.	Knowledge and expertise are recognised and rewarded here.							
3.	Loyalty is rewarded more than anything else.							
4.	The organisation rewards those who help their junior colleagues to develop and those who contribute to teamwork.							
5.	The ability to control subordinates & maintain discipline is given highest weighting, rewarding managers & supervisors.							
6.	The ability to get along well with others is highly rewarded here.							
<b>XI</b>	<b>RISK TAKING</b>							
1.	When confronted by risky situations, managers, here seek their friends for guidance and supports.							
2.	In risky situations, managers strongly emphasise discipline and obedience to orders.							
3.	In risky situations managers have a strong tendency to rely on experts and specialists for their advice.							
4.	In risky situations managers generally go to their bosses for instructions.							
5.	In responding to risky situations managers show great concern for the people working in the organisation.							
6.	In responding to risky situations managers take calculated risk and strive above all to be more efficient or productive.							
<b>XII</b>	<b>INNOVATION AND CHANGE:</b>							
1.	Innovations or changes in the organisation are largely initiated and implemented through experts and specialists.							
2.	Innovations or changes are largely ordered by top management.							
3.	Before initiating innovations or changes, managers generally go to their bosses for sanction and guidance.							
4.	Those who are initiating 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.							
5.	Innovations or changes in the organisation are largely initiated and implemented through highly result-oriented individuals.							
6.	Managers seldom undertake innovations that disturb their existing friendship in the company or earn the enmity of others in the organisations.							