

FACULTY OF SOCIAL WORK  
M.S. UNIVERSITY OF BARODA

‘STUDY OF ORGANIZATIONAL HEALTH WITH  
RESPECT TO JOB SATISFACTION AND  
ORGANIZATIONAL EFFECTIVENESS’

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QUESTIONNAIRE

- 1. Name of the Organization : \_\_\_\_\_
- 2. Name of the Respondent : \_\_\_\_\_
- 3. Age : \_\_\_\_\_
- 4. Sex : \_\_\_\_\_
- 5. Educational Qualification : \_\_\_\_\_
- 5. Designation : \_\_\_\_\_
- 6. Department : \_\_\_\_\_
- 7. Years of Experience : \_\_\_\_\_
- 8. Annual Income : \_\_\_\_\_

Kindly tick mark any one of the alternatives which according to you is most suitable.

5=Strongly Agree, 4=Agree, 3=Moderately Agree, 2=Disagree, 1=Strongly Disagree.



ORGANIZATIONAL HEALTH						
Sr. No	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
1.	Employees tend to take long breaks whenever they can.					
2.	Employees frequently cover up issues.					
3.	Headache and stomach problems are common among the employees.					
4.	Employees when talking about the organization, say 'We' or 'Our Company' and not 'The Company'.					
5.	Employees avoid giving negative feedback.					
6.	Punishment is just a verbal threat without practical consequences					
7.	Executives often delay hard decisions, which have negative consequences for individuals.					
8.	There are clear individual performance indicators					
9.	The organization supports its employees incase of conflicts with customers.					
10	There is a tight control in the organization.					
11.	Cliques / subgroups are common.					
12.	Rumours circulate freely in the organization.					
13.	Employees feel that they do not have any information.					
14.	Many documents carry a 'Confidential' sign on the cover page.					
15.	Employees regularly take work home.					
16.	Employees work during weekends as well.					
17.	Higher an individual's place in the hierarchy the more he/she is expected to work.					
18.	When employees go on holidays, they are expected to provide access (Phone numbers, e-mails, etc.) so that they can be reached					

Sr. No.	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
19.	Employees spend long hours in their offices.					
20.	During executive meetings, more time is spent on the expressed need of the customer.					
21.	Expenditure on marketing is comparatively lower than other expenditure.					
22.	Customer acquisition is an important part of employee meetings.					
23.	Product development is more about idea technology rather than on understanding customer demand					
24.	Customers' comments are regarded as a contribution to serve them better.					
25.	Employees of the organization constantly criticize the customers.					
26.	Conflicts and debates with customers are common.					
27.	The number of quality complaints is low.					
28.	A low percentage of the product or service is rejected					
29.	Only the marketing / front line personnel address customer issues and the rest of the organization has nothing to do with it.					
30.	Overspending on 'sales' rather than on 'marketing issues'.					
31.	Giving extra discounts and advantages to customers is important for their retention.					
32.	There is a practice of stretching employees' budget and other resources to keep customers.					
33.	An organization has to try everything to retain its customers.					
34.	'Never confront a customer, never turn down any business, no matter what it takes'					
35.	Rules and regulations are more important than results					
36.	It is often the policy, which is the root cause of problems.					
37.	Great attention is paid on the way things are done and recorded.					
38.	Decision-making and responsibility taking are clearly ruled and regulated.					

Sr. No.	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
39.	Strict rules and regulations prevent employees from helping each other.					
40.	Decision-making authorities are clearly defined.					
41.	The organization believes in 'if-in doubt, discuss'.					
42.	The upper level management believes in keeping most of the decisions to themselves.					
43.	Employees are often not sure who should take what decision.					
44.	There is lively and genuine communication between the top and the rest of the organization.					
45.	Employees feel that their department is the centre of the organization					
46.	Departments often work in isolation.					
47.	Interdepartmental fights and conflicts are rare.					
48.	Employees are not willing to take responsibility for failure.					
49.	Employees are rotated between departments.					
50.	A leader promotes his/her team members continuously.					
51.	Employees in the organization have high self-esteem.					
52.	Very high salaries, bonuses and other benefits are given to people in high positions.					
53.	The leadership function is identified with a single person and every decision has to come up to the leader's level					
54.	Employees feel free to contradict their boss's opinion if they feel so.					
55.	Organization invests in people's development.					
56.	Dealing with 'everyday' issues takes up most of the energy of the organization.					
57.	The top management spends a lot of time identifying and controlling detailing objectives.					
58.	Short-term effects are given higher priority over long-term effects.					
59.	The organization never repeats its past mistakes.					
60.	Significant resources are allocated to long-term planning.					

Sr. No	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
61.	Problems are dealt with only when they become too acute or too costly.					
62	New ideas are constantly developed even when the old ones are under the process of being realized.					
63.	Only departments like that of strategic planning and marketing are worried about long-term vision.					
64.	Short-term financial crunches are a rarity in the organization.					
65.	There is no fear of failure or avoidance of new challenges and experimentations among the employees.					
66	R & D is more involved with fine tuning previous models rather than coming up with new ones.					
67	Experimentation is exclusively the task of R & D and not of any other department.					
68.	If an unknown task is given, employees take it up as a new challenge.					
69.	The employees believe 'never leave the old path for a new, undiscovered one'.					
70.	Little attention is paid to financial matters, leading to chronic problems.					
71.	The organization never over spends.					
72.	Finance's role is limited to 'recorded events'.					
73.	Finance has a say in major decisions.					
74.	Financial crunch is a rarity in the organization.					
75.	Organization's focus is on financial results only.					
76.	Cost reduction campaigns are a regular feature in the organization.					
77.	Necessary investments like machinery replacements are viewed as 'timely' and 'urgent'.					
78.	Functions other than finance have comparatively small budgets.					

Sr No.	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
79.	In management meetings, substantial time is spent on evaluating how various departments are doing against budgets.					
80.	Problems are neglected in the organization					
81.	If a problem is raised, promises are made and then action is taken					
82.	Higher-level executives visit shop floors or offices regularly.					
83.	At lower level, employees suffer from reoccurring and permanent problems					
84.	In the organization, the feedback mechanisms are extremely efficient.					
85.	The organization has long list of predictable customers.					
86.	The organization believes in doing things the traditional way					
87.	The risk taking ability of the employees is high.					
88.	Employees readily accept change.					
89.	The organization focuses only on existing competencies.					
90.	The organization often experiences surprise by events.					
91.	Organizational changes happen too rapidly and suddenly.					
92.	The organization shifts its importance depending upon what is important at the moment					
93.	Taking interest in too many things is discouraged in the organization.					
94.	The organization does not provide a chance for people to visit, or take part in developmental activities.					
95.	Visits to courts are a rarity for the organization.					
96.	Conflicts with people are rare with the organization.					
97.	Conflicts with tax agencies are uncommon.					
98.	When problems occur, the first reaction is to take responsibility for it.					
99.	Internal issues of the organization take precedence over what is happening in the environment					

Sr. No	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
100.	The organization is able to recognize changes in customer needs and habits.					
101.	Organizational procedures ensure that a healthy and active relationship with the environment is established and maintained					
102.	The organization looks into prevention of environment					
103.	The management engagement calendar rarely includes attendance in conferences, professional visits and meetings with governmental officials.					

ORGANIZATIONAL EFFECTIVENESS						
Sr No	STATEMENTS	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
104.	I will stay overtime to finish a job, even if I am not paid for it.					
105.	I usually show up for work a little early, to get things ready					
106.	I find that my values and the organization's 'values' are very similar					
107.	I really care about the fate of this organization.					
108.	I feel a sense of pride in working in this organization.					
109.	I feel that the organization's problems are my own.					
	STATEMENTS	Always 5	Generally 4	Undecided 3	Rarely 2	Never 1
110.	Is the standard of the time schedule in your organization fair?					
111.	Are your superiors ahead of time in planning, organization and scheduling work?					
112.	Do you believe that the communications you receive from above are well intentioned and well thought off?					
113.	If ever your superiors regarding an issue seek a discussion, do you think that they are genuine?					
	STATEMENTS	Very Much 5	Quite A Bit 4	To Some Extent 3	A Little 2	Nothing At All 1
114.	How much do you usually want your immediate superior to tell you what to do?					

	STATEMENTS	Always 5	Quite 4	Some 3	A Little 2	Not 1
115.	When you have a problem related to your work, how much so you like to solve it yourself, without anybody's help?					
116.	Will the people here do their duties irrespective of the fact that the management does not bother to reward for their sincerity on job?					
117.	Will the people here do their duties irrespective of the fact that the management will not care to punish them for their lapses in job?					
	STATEMENTS	Mostly 5	Very Often 4	Sometimes 3	Rarely 2	Never 1
118.	How often do you try on your own to find a better or a faster way of doing something on your job?					
119.	How often do you try to express your ideas on the job, either before or after checking with your boss?					

JOB SATISFACTION						
Sr. No.	STATEMENTS	Very Dissatisfied 1	Dissatisfied 2	Undecided 3	Satisfied 4	Very Satisfied 5
120.	The chance to do different things from time to time.					
121.	The chance to be 'somebody' in the community.					
122.	The competence of my supervisor in making decision.					
123.	The way my job provides for steady employment.					
124.	The chance to do something that makes use to my abilities.					
125.	My pay.					
126.	The chances for advancement on this job.					
127.	The working conditions					
128.	The way my co-workers get along with each other					
129.	The feeling of accomplishment I get from the job.					
130.	General management of the company					



Sr No.	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
131.	My past advancement in this organization					
132.	Chances for future growth					
133.	Social conditions within the organization					
134.	Recognition for my work.					
135.	Responsibilities given to me					
136.	Company's policies.					
137.	All things considered my work as a whole.					
138.	All things considered my company/organization as a whole.					

ORGANIZATIONAL COMMITMENT						
Sr. No.	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
139.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful					
140.	I talk about this organization to my friends as a great place to work for.					
141.	I feel very little loyalty to this organization.					
142.	I would accept almost any type of job assignment in order to keep working for this organization					
143.	I find that my values and the organization's values are very similar.					
144.	I am proud to tell others that I am a part of this organization.					
145.	I could just as well be working for a different organization as long as the type of work was similar					
146.	This organization really inspires the very best in me in the way of job performances					
147.	It would take very little change in my present circumstances to cause me leave this organization.					
148.	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					

Sr No.	STATEMENTS	Strongly Agree 5	Agree 4	Moderately Agree 3	Disagree 2	Strongly Disagree 1
149.	There's not too much to be gained by sticking with this organization indefinitely.					
150.	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.					
151.	I really care about the fate of this organization					
152.	For me this is the best of all possible organizations for which to work					
153.	Deciding to work for this organization was a definite mistake on my part.					

*Thank You*