

Appendix - I

QUESTIONNAIRE

Background Information			
Name of the respondent and Organization			
Age and Education of the respondent		Age	Education
Category	Supervisor	Officer	Executive
	Technical		Non-technical
Years of service with the organization			
Total Experience			
Monthly Income			
Profile of the organization			
Name of the organization			
Type of Industry	Pharmaceutical		Textile
Employee Strength	250-500	501-1000	1001-1500
	1501-2000	2001-3000	3001-5001
Yearly turnover			
Financial result of the last 3 years has shown	Profit	Loss	None
Products of the organization			

Organization Structure

Organization Culture

You are requested to read the following statements carefully and give your frank opinion as to whether the same are true for your organization on the below mentioned 5-point scale. This data is being collected purely for research purpose and your fair and frank opinion will be highly appreciated.

(1) Not at all	(2) To a slight extent	(3) To a moderate extent
(4) To a great extent	(5) To a very great extent	

1. Challenges are accepted and worked upon. { }
2. Employees go out of their way to seek opportunities where they can develop a liking and acceptance of others. { }
3. Lots of time is wasted in gossiping. { }
4. Suspicion and caution is practised in every dealing. { }
5. Employees maintain status quo out of the fear that they might fail or their weaknesses might get exposed. { }
6. There is more involvement in group projects and activities. { }
7. Shrewd and cunning employees command respect while the sincere ones have to demand respect. { }
8. Winners are destined and losers are doomed/neglected. { }
9. Files remain pending for long duration. { }
10. Employees pretend as 'Yes sir' or 'I agree to you sir' to please boss. { }
11. Everybody expects that the other will take the initiative to be on safer side. { }
12. Promotions are linked to employees' affinity to boss and not to their work. { }
13. Employees plan things in advance and act without waiting for others. { }

14. To clip the wings colleagues are pitted against each other to fight/ compete. { }
15. Consensus and unanimity is established by suppressing every objection. { }
16. Employees approve of the superiors to get their appreciation. { }
17. Good policies are not pursued and fail after initial enthusiasm. { }
18. Important decisions are kept in abeyance with a feeling that the time will solve it. { }
19. Employees agree with superiors to avoid their wrath. { }
20. Employees believe in worshipping boss then doing work. { }
21. Colleagues help and co-operate irrespective of personal preference. { }
22. Secret information of subordinates are passed on the boss to gain advantage. { }
23. Competing rather than co-operating is esteemed. { }
24. One is expected to win irrespective of the means he uses. { }
25. Bias, prejudice and suspicion is widespread amongst the employees. { }
26. You can never be wrong or I never disagree with you sir, are the criteria of success and failure. { }
27. Members are usually late at starting work. { }
28. There is no difference between hard working and insincere employees. { }
29. Employees participation is there in deciding policies etc. { }
30. Employees isolate themselves from taking more responsibilities

- and challenges. { }
31. Mistakes in work are not tolerated. { }
32. Trusted allies are nurtured and protected. { }
33. Employees are encouraged to be innovative { }
34. Agents are used to contain dedicated people by higher ups. { }
35. Employees are generally lethargic and uninterested in work. { }
36. Openness in dealings is encouraged. { }
37. Constant verbal acrimony and altercation is a regular feature
between department heads. { }
38. Power concentration is centralised and restricted. { }
39. Employees want to advance and grow in their career. { }
40. Everyone wants to be ahead of others. { }
41. Established systems are deemed indispensable. { }
42. Work is accomplished by hook or crook during exigencies. { }
43. Employees pretend that interpersonal relationships are excellent
even when it is not so. { }
44. Is it a fact that, one tries to go up and other tries to pull him down. { }
45. Employees are compelled to play a role of conspirator against
their subordinates. { }
46. Employees do things that earn superiors goodwill. { }

Industrial Relations

47. Management believes in collective bargaining. { }
48. There is no inter union and intra union rivalry in the organization. { }
49. Union refrains from direct attack on production for pressuring
to settle their demands. { }

50. Management and union leadership in the organization is open,
trust worthy, matured and based on democratic principles. { }
51. Union avoids taking agitational recourses like morchas and
gheraos on unreasonable grounds. { }
52. Management does not encourage autocratic supervision. { }
53. Workers work with full vigour and don't withhold their efforts. { }
54. Most of the issues/ conflicts are settled without the intervention
of third party. { }
55. Workers stick to discipline and rules of the company. { }
56. Workers and union avoid hostile reactions. { }
57. union is open and willing to negotiate on various issues. { }
58. Management does not believe that 'Discipline can be enforced
by penalising employees.' { }
59. Employees are not castigated and reprimanded unnecessarily. { }
60. Workers' participation in management is encouraged in
various ways. { }
61. Communication between the management and union is effective. { }
62. Union is generally co-operative and does not indulge in
unnecessary arguments. { }
63. Management disapproves of terminating people on unjustified
grounds. { }
64. Union does not support indiscipline. { }
65. Workers regularly attend duties. { }
66. Management is not over strict in enforcing discipline. { }
67. There is a good level of understanding, inter and intrapersonal

- relationship between and within the management and the union. { }
68. Management will resort to lay off or lock out, as a last alternative. { }
69. There have been no instance of strike and lock out in the
organization in recent past. { }
70. Workers don't indulge in causing intentional waste and inefficiency. { }
71. Industrial relations in organization is untouched by changes
in political scene in the country. { }
72. Union discourages situation that leads to unnecessary stress and
tension with management. { }
73. Labour relations remain healthy even if the company's supply
and demand in market is hard hit. { }
74. Union is flexible and does not resort to practice of 'work to rule.' { }
75. Improvement and upgradation of production technology and
methods done rationally does not face union's acrimony and
rejection. { }
76. Workers and union disapprove of steps like strike etc. to settle,
resolve conflicts/ issues/ demands. { }
77. Management and union are transparent in their approach and
dealings. { }
78. Workers are aware of complete situation of the organization. { }
79. Grievances of the employees are handled rationally through a
well defined grievance handling procedure. { }
80. There is a fair amount of mutual trust between management
and the union. { }

Conflict resolution style

81. Please indicate, which one of the statements is most relevant in your organization.

- Managers in the organization are :
 - (a) Less co-operative and assertive.
 - (b) More co-operative but less assertive.
 - (c) Both co-operative and assertive to some extent.
 - (d) Less co-operative but more assertive.
 - (e) Highly co-operative and assertive.

Productivity

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|---|-----|
| 82. Employees offer suggestions for improvement voluntarily. | { } |
| 83. Employees don't support indiscipline. | { } |
| 84. Employees plan their work. | { } |
| 85. Employees have positive attitude towards work. | { } |
| 86. Employees in general are good team members as well as leaders. | { } |
| 87. Employees are self motivated. | { } |
| 88. Employees have a positive learning attitude. | { } |
| 89. Employees listen to better ideas and thus keep themselves
updated. | { } |
| 90. Employees are conscious of wastage and costs. | { } |
| 91. Employees seek monetary as well as non monetary incentives. | { } |
| 92. Employees put their whole interest in job instead of looking
for an interesting job. | { } |
| 93. Employees in general are regular in attendance. | { } |
| 94. Employees believe in doing things smarter rather than working | |

- harder. { }
95. Employees generally don't keep complaining. { }
96. Employees frequently exceed their targets. { }
97. Employees have good work habits. { }
98. Employees in general have good track record and are not person
of surprises. { }
99. Working conditions in the organization are ideal. { }
100. Few employees are under utilised. { }
101. The work methodology, procedures etc. are simple and without
bottlenecks. { }
102. Working system in departments is well organised. { }
103. Morale amongst the employees is high. { }
104. Employees are satisfied in their jobs. { }
105. Employees have the best equipment and facility to work. { }
106. Rejection of finished goods is fairly low. { }

Leadership

107. Believes in "Don't rock the boat." { }
108. Avoids/ evades conflicts. { }
109. Carries out past procedures. { }
110. Lacks ideas to meet organisational goals. { }
111. Lacks commitment to the organisational goals. { }
112. Lacks commitment to the organization goals. { }
113. Believes in "produce or perish" and "do or die." { }
114. Takes a win-lose approach. { }

115. Fights to win his/ her points only.
116. Stifles with individual creativity.
117. Believes in "try to win friends and influence people."
- 118 Tries to reduce tensions/ conflicts by appealing to the
goodness of man.
119. Finds solution reflecting ideas and opinions of others.
120. Has very less creative inclination.
121. Is more committed to people than tasks/ production.
122. Believes in "be firm but fair" and "give a little, take a little."
123. Resolve conflicts by compromises and adjustments.
124. Manipulates participation to facilitate decision making.
125. Believes in giving final solutions.
126. Values creativity.
127. Believes in "people support what they help create" and
"Achievement through participation."
128. Confronts conflicts directly, openly and constructively.
129. Communicates feelings and facts to work out creative
solution.
130. Seeks solutions that result from debate, deliberation and
experimentation by those with relevant facts and knowledge
to contribute.
131. Is highly committed to people and tasks.
132. Is concerned for self, status and power.
133. Controls all communication, relationship and interactions.
134. Expects unquestioning obedience.

135. Gives full freedom to employees. { }
136. Believes in delegation of authority. { }
137. Encourages individual participation in decision making. { }
138. Initiates, guides and directs subordinates to accomplish tasks. { }
139. Creates a climate of purposiveness and goal orientation. { }
140. Understands the needs of subordinates and carries them with himself. { }
141. Uses authority, encourages participation and carries everyone along. { }
142. Is firm and fair. { }
143. Takes decisions on merits by evolving consensus and using discretion to meet organization goals. { }

Organization effectiveness

Below mentioned are few statements opposite which alternative answers are given. You are requested to read the following statements carefully and answer as to what extent according to you the following statements are true as per the below mentioned 5 point scale.

(1) Never	(2) Rarely	(3) Undecided	(4) Generally	(5) Always
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144. Is the standard of the time schedule in your organization fair. { }
145. Are your superiors ahead of time in planning, organizing and scheduling work. { }
146. Are the objective of your factory realistic and worthwhile. { }
147. Do you believe that the communication you receive from above are well intentioned and well thought off. { }

(1) Not at all	(2) A little	(3) To some extent	(4) Quite a bit	(5) Very much.
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148. Are you likely to be put in hot water for the discharge of your responsibilities and duties. { }

149. How much do you usually want you immediate superior to tell you to do. { }

150. When you have a problem related to your work, how much so you like to solve it yourself, without any body's help. { }

151. Regarding your job, how often do you like to act according to your own judgement. { }

152. Will the people here do their duties irrespective of the fact that the management will not care to punish them for insincerity in job. { }

How far do you agree with the following statements.

(1) Strongly agree	(2) Agree	(3) Undecided	(4) Disagree	(5) Strongly disagree
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153. I usually show up for work a little early, to get things ready. { }

154. Sometimes, I lie awake at night thinking ahead of the next day's work. { }

155. I used to be more ambitious about my work than I am now. { }

(1) Never	(2) Rarely	(3) Sometimes	(4) Very often	(5) Often
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156. If a problem comes up in your mind and it is not settled, that you will find yourself thinking about it after work. { }

157. How often do you try on your own to find a better or faster way of doing something on your job. { }

158. How often to you try to express your ideas on the job, either before or after checking with the boss. { }

159. I am willing to put a great deal of effort beyond that normally expected in order to hold this organization successful. { }
160. I would accept almost any type of job assignment in order to work. { }
161. I find that my value and the organization's values are very similar. { }
162. I feel a sense of pride in working in this organization. { }
163. I feel that the achievement of organization's goal is the fulfilment of my own personal goals. { }

My present job. This is how I feel about :

(1) Very satisfied	(2) Satisfied	(3)Undecided	(4)Dissatisfied	(5)Very dissatisfied
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164. The chance to do different things from time to time. { }
165. My pay. { }
166. The chance for achievement. { }
167. The way my co-workers get alongwith each other. { }
168. The feeling of accomplishment I get from the job. { }
169. General management of the company. { }
170. My past advancement in this organization. { }
171. Social conditions within this organization. { }
172. Chances for future growth in efficiency. { }
173. Recognition for my work. { }
174. Responsibilities given to me. { }
175. Company's policies. { }
176. All things considered, my work as a whole. { }
177. All things considered, my company/ organization as a whole. { }
178. The competence of my supervision in making decision. { }