

Dear sir,

Please find herewith enclosed five Questionnaires related to HRD Field in your organisation. This is designed for a Survey as a partial fulfilment for Ph D work and It will be of purely academic interest. The information provided by you will be strictly Confidential.

Your Free, Frank and prompt answer is the base of this study. Each of the questionnaire contains a Series of "easy to understand" objective type questions. Specific instructions are given in the first page of each of the questionnaire besides itemwise instructions. Some where

Hope you will get useful self-analysis and have a good time while answering the questions.

Anticipating your Co-operation.

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BARODA.

For Scoring Only

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Below are a few statements opposite which five alternative answers are given. Kindly put a (✓) mark against the most appropriate answer (in your opinion).

	<u>Naver</u>	<u>Rarely</u>	<u>Unde- cided</u>	<u>Generally</u>	<u>Always</u>
1. Is the standard of the time schedule in your organisation fair ?	_____	_____	_____	_____	_____
2. Are your superiors ahead of time in planning, organising and scheduling work ?	_____	_____	_____	_____	_____
3. Are the objectives of your factory realistic and worthwhile ?	_____	_____	_____	_____	_____
4. If ever a discussion is sought by your superior regarding an issue, do you think that they are genuine ?	_____	_____	_____	_____	_____
5. Do you believe that the communication you receive from above are well intentioned and well thought of ?	_____	_____	_____	_____	_____
6. Are the actions of your superiors guided by legal provisions ?	_____	_____	_____	_____	_____
7. Are you likely to be put in hot water for the discharge of your responsibilities and duties ?	_____	_____	_____	_____	_____

		<u>Very much</u>	<u>Quite a bit</u>	<u>To some extent</u>	<u>A little</u>	<u>No thing at all</u>
8	How much do you usually want your immediate superior to tell you what to do ?	_____	_____	_____	_____	_____

		<u>Not at all</u>	<u>A little</u>	<u>Some extent</u>	<u>Quite a bit</u>	<u>Always</u>
9.	When you have a problem related to your work, how much do you like to solve it yourself, without anybody's help ?	_____	_____	_____	_____	_____

10	Regarding your job, how often do you like to act according to your own judgement ?	_____	_____	_____	_____	_____
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11	Will the people here do their duties irrespective of the fact that the management do not bother to reward for their sincerity on job ?	_____	_____	_____	_____	_____
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12.	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 ?	_____	_____	_____	_____	_____
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How do you agree with the following statements ?

		<u>Strongly disagree</u>	<u>Dis- agree</u>	<u>Undecided</u>	<u>Agree</u>	<u>Strongly agree</u>
13	I will stay over-time to finish a job, even if I am not paid for it.	_____	_____	_____	_____	_____
14	I usually show up for work a little early, to get things ready	_____	_____	_____	_____	_____

	<u>Strongly disagree</u>	<u>Disagree</u>	<u>Undecided</u>	<u>Agree</u>	<u>Strongly agree</u>
15. Sometimes, I lie awake at nights thinking ahead of the next day's work	_____	_____	_____	_____	_____
16. I used to be more ambitious about my work than I am now	_____	_____	_____	_____	_____
	<u>Never</u>	<u>Rarely</u>	<u>Sometimes</u>	<u>Very-often</u>	<u>Mostly</u>
17. If a problem comes up in your mind & it is not all settled by the time you go home, is it likely that you will find yourself thinking about it after work ?	_____	_____	_____	_____	_____
18. How often do you try on your own to find a better or faster way of doing something on your job ?	_____	_____	_____	_____	_____
19. How often do you try to express your ideas on the job, either checking with your boss ?	_____	_____	_____	_____	_____
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Undecided</u>	<u>Agree</u>	<u>Strongly agree</u>
20. I am willing to put a great deal of effort beyond that normally expected in order to help this organisation be successful	_____	_____	_____	_____	_____
21. I would accept almost any type of job assignment in order to keep working here.	_____	_____	_____	_____	_____
22. I find that my values & the organisation's 'values' are very similar.	_____	_____	_____	_____	_____
23. I really care about the fate of this organisation.	_____	_____	_____	_____	_____
	<u>Strongly disagree</u>	<u>Disagree</u>	<u>Undecided</u>	<u>Agree</u>	<u>Strongly agree</u>
24. I feel that this organisation is a large family.	_____	_____	_____	_____	_____
25. I feel a sense of pride in working in this organisation.	_____	_____	_____	_____	_____
26. I feel that the organisation's problems are my own.	_____	_____	_____	_____	_____

27. I feel that the achievement of organisational's goal is the fulfillment of my own personal goals

Ask yourself, How satisfied I am with respect of my job on my present job, this is-how I feel about

Very dis - Dissati - Undec - Satis - Very Sat-
satisfied - sified - ided - fied - isfied

28. The chance to do different things from time to time

29. The chance to be 'some body' in the community

30. The competence of my supervisor in making decision

31. The way my job provides for steady employment.

32. The chance to do something that makes use of my abilities

33. My pay.

34. The chances for advancement on this job.

Very dis - Dissatis - Undec - Satis - Very satis-
satisfied - fied - ided - fied - fied

35. The working conditions

36. The way my co-workers get along with each other

37. The feeling of accomplishment I get from the job

38. General management of the Company.

39. My past-advancement in this organisation.

40. Chances for future growth (in efficiency).

41. Social conditions within the organisation.

42. Recognition for my work

43. Responsibilities given to me

44. Company's policies

45. All things considered, my work as a whole

46. All things considered my Company/organisation as a whole.

TO	-
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PR	-
N	-
F	-
NT	-
PART	-

Instruction :

Given below are some statements. Please read each of them carefully and judge how True or False the statement is for you. Select the number of your choice as given below :

Quite True-5, True-4, Doubtful-3, False Quite False-1

And please put it on-the-small line in front
(left side) the items

He - Your immediate Superior

1. _____ He takes special care that work gets top priority.
2. _____ He believes that most of the interpersonal troubles start because people try to be over friendly and informal on the job.
3. _____ Though he believes that he must have the ultimate powers to decide, He invites the subordinates to give suggestions and with this intention, he helps them to become capable of right decisions.
4. _____ It is human warmth and feeling for each other that marks an organisation prosper.
5. _____ He believes that subordinates keep a sense of responsibility under the guidance and care of a good superior.
6. _____ He feels that power and prestige are necessary so that subordinates will listen to me.
7. _____ If his subordinates need help, he helps as much as he can.
8. _____ He appreciates the subordinates who are efficient and hard working.
9. _____ He believes that each indisciplined workers can be improved by friendly support and persuasion.
10. _____ He takes personal interest in the promotion of those subordinates who work hard.
11. _____ He believes that human nature is such that the more you share ideas, the more worth living life becomes.
12. _____ Though he believes in using my authority, he also helps the workers to grow and participate in achieving the organisational goal.
13. _____ Whenever he faces a problem on the job, he tries to look calm and cheerful.
14. _____ He always keeps track of the work progress.
15. _____ He helps his subordinates in their career planning.
16. _____ He believes that persons at the top are in the best position to make major decisions.
17. _____ Taking a strict action to correct the indisciplined workers. He also explains to them sincerely about the harmful consequences to the indisciplined behaviour and tries to help them in being a nice fellow.
18. _____ He maintains fair but impersonal relationship in the group.
19. _____ He likes to be friend-type, caring and receptive.
20. _____ He sees that subordinates work to their capacity.
21. _____ He encourages his subordinates to assume greater responsibility on job as they become more experienced.
22. _____ He appreciates the subordinates who are loyal and grateful.
23. _____ He always seeks his subordinates opinion and abide by them.
24. _____ Keeping the final power with himself. He gives the responsibility to the subordinates in such a way that they are capable of bringing up their ability to work.
25. _____ He appreciates the subordinates who are quite free in dealing with him.
26. _____ He helps his subordinates to grow up and assume greater responsibility.
27. _____ He always follows standard rules and regulations in organisational matters.
28. _____ He provides all information to his subordinates and let them jointly find out the solution of a problem.
29. _____ He is kind only to those subordinates who sincerely.
30. _____ He believes that human nature is such that there will always be conflict and friction in any organisation.
31. _____ Whenever he faces a problem on the job, he gathers the relevant persons and try to work out through them an agreed solution.
32. _____ He goes out of his way to help those subordinates who maintain high standard of performance.

- Tr -
- Infl. -
- Mod -
- Des. Int n.-
- Intn, up dn peer -
- Accu. -
- Summn - \
- Gateket -

INSTRUCTION

This is the series of questions about how people communicate at work, Imagine a typical week at work on your current job, and answer the questions accordingly, All the questions have five point scales on which to answer. On these questions, please check the point that represents most closely how **feel** for example, to the question, "How rich do you want to be" ? you might answer

Very poor 1 2 3 4 5 Very rich

- (1) How free do you feel to discuss with your Immediate superior (the person who frequently gives you orders and directions) the problems and difficulties you have in your job without jeopardising your position or having it "held against" you later ?

Completely free 1 2 3 4 5 Very Cautious

- (2) Immediate superiors at times must make decisions when seem to be against the interests of their subordinates when this happens to you as a subordinate, how much trust do you have that your Immediate superior's decision was justified by other considerations ?

Trust completely 1 2 3 4 5 Feel very distrustful

- (3) To what extent do you have confidence and trust in your Immediate Supervisor regarding his general fairness ?

Have little confidence 1 2 3 4 5 Have confidence trust

- (4) In general, how much do you feel that your immediate superior can do to further your career in your organisation

Much 1 2 3 4 5 Little

- (5) How much weight would your immediate superior's recommendation have in any decision which would affect your standing in your organisation, such as promotions, transfers, etc ?

Important 1 2 3 4 5 Unimportant

- (6) As part of your present job plans do you want a promotion to a higher position at some point in the future ?

Content as I am 1 2 3 4 5 Very much want a promotion

- (7) How important is for you to progress upward in your organisation ?

Not important 1 2 3 4 5 very important

How desirable do you feel it is in your department to interact frequently with

- (8) Very desirable 1 2 3 4 5 completely undesirable
Immediate Superiors

- (9) Very desirable 1 2 3 4 5 Completely undesirable
Subordinates

- (10) Very desirable 1 2 3 4 5 Completely undesirable
Peers others at your joblevel.

While working what percentage of the time do you spend interacting with (total = 100%)

- (11) Immediate superiors _____ %
 (12) Subordinates _____ %
 (13) Peers others at your job level _____ %
 of the total times you spend receiving information at work what percentage goes to (Total=100%)
 (14) Immediate superiors _____ %
 (15) Subordinates _____ %
 (16) Peers others at your job level _____ %

of the total times you spend sending information, what percentage gets to (Total = 100 %)

- (17) Immediate superiors _____ %
- (18) Subordinates _____ %
- (19) Peers-others at your job level _____ %

when receiving information from the sources listed below, how accurate would you estimate it usually is

- (20) Completely

Immediate superiors				

 Completely inaccurate
- (21) Completely accurate

Subordinates				

 Completely inaccurate
- (22) Completely accurate

Peers- others at your job level.				

 Completely inaccurate

When transmitting information to your immediate superiors, how often do you summarize by emphasizing those aspects which are important and minimizing those aspects which are unimportant ?

- (24) Always

Immediate Superiors				

 Never
- (25) Always

Subordinates				

 Never
- (26) Always

Peers-others at your job level				

 Never

of the total amount of information you receive at work, how much you pass on to

- (27) All

Immediate Superiors				

 None
- (28) All

Subordinates				

 None
- (29) All

Peers-others at your job level				

 None

Tr.
Satis Promn -
Ben Asp -
Listg -
Wrtn pub -
Amt. Infn rec
Amt. Infn want to rec.

Instruction :-

please respond to all questions as honestly and frankly as you possibly can

Unless the working of a particular item specifically indicates otherwise, respond in terms of your own impressions of this organisation.

Indicate your response to each item by circling a number. PLEASE ANSWER EACH ITEM Use the following instructions to interpret the meaning of the numerical symbols :

1. Fill in this blank if the item is a false description of conditions in the organisation.
2. Fill in this blank if the item is more false than true as a description of conditions in the organisation.
3. Fill in this blank if the item is about half true and half false as a description of conditions in the organisation
4. Fill in this blank if the item is more true than false as a description of conditions in the organisation
5. Fill in this blank, if in your judgement, the item is a true description of conditions in the organisation.

PLEASE, DO NOT ATTEMPT TO INTENSIVELY ANALYSE EACH QUESTION, AND OF COURSE YOUR RESPONSES SHOULD REFLECT YOUR OWN JUDGEMENTS, NOT THOSE OF OTHER PEOPLE. THERE ARE NO RIGHT OR WRONG ANSWERS. SELECT THE NUMBER OF YOUR CHOICE AS GIVEN BELOW : QUITE TRUE-5, TRUE-4, DOUBTFUL-3, FALSE-2, QUITE FALSE-1.

- 1 Supervisors seem to have a great deal of confidence and trust in their subordinates.
2. Subordinates seem to have a great deal of confidence and trust in their supervisors
- 3 Information received from subordinates is perceived by supervisors as important enough to be acted upon until demonstrated otherwise
- 4 your organisation has a good system for evaluating your performance
- 5 All personnel receive information that enhances their abilities to coordinate their work within the organisation
6. Your chance for promotion is excellent if you do your best work
- 7 Your organisation promotes qualified individuals on a regular basis.
- 8 Except for necessary security information, all personnel have relatively easy access to information that relates directly to their immediate jobs
- 9 Supervisors at all levels in the company listen continuously and with open minds to suggestions or reports of problems made by personnel at all subordinate levels in the organisation.
10. The communications sent out by the company help you identify with and feel a vital part of the company
11. Company publications are interesting & helpful
- 12 Written directives and reports from the company are clear and concise.

Instruction for Questions 13 through 28 you receive information from various sources within the organisation. For each source listed below circle the number that best indicates the amount of information you are now receiving from that source.

This is the amount of information I receive now

Source of Information	Very Little	Little	Some	Great	Very Great
13 Your immediate Supervisor	1	2	3	4	5
14 Co-workers/Colleagues in your own unit	1	2	3	4	5
15 The "grapevine"	1	2	3	4	5
16 The manager of your immediate supervisor	1	2	3	4	5
17 Top management (executive management team)	1	2	3	4	5
18 Subordinates (if applicable)	1	2	3	4	5
19 Writers Communications news, letters, memos etc.	1	2	3	4	5
20 Electronic Communications (Mail, video, telephone etc.)	1	2	3	4	5

Now, circle the number that best indicates the amount of information you want to receive from that source.

Source of Information	Very Little	Little	Some	Great	Very Great
21 Your immediate supervisor	1	2	3	4	5
22 Co-workers / Colleagues in your own unit	1	2	3	4	5
23 The "grapevine"	1	2	3	4	5
24 The manager of your immediate supervisor	1	2	3	4	5
25 Top management (Executive management team)	1	2	3	4	5
26 Subordinates (if applicable)	1	2	3	4	5
27 Written Communications (news, letters, memos etc.)	1	2	3	4	5
28 Electronic Communications (mail, video, telephone, etc.)	1	2	3	4	5

THANK YOU !!