

Appendix
(Questionnaire used for data collection)

BEHAVIOURAL PARAMETERS OF ADMINISTRATORS

The response furnished by you is required in connection with a research project. Your response will be kept confidential and shall be used for research purpose. Therefore respond the following situations from the alternates given against each and tick ☒ against the most appropriate one only. The items of this inventory refer to various behavioural aspects in an Office. There are no right or wrong answers and every response has its advantages. There is no time limit for responding. However, it is best to respond as quickly as possible. It is important that you respond all the situations given below and only one alternative is required to be selected.

1. Your name(Optional) :
2. Age :
3. Qualification :
4. Gender : Male/Female
5. Organization :
6. Designation :
7. Total work Experience : Upto 5 yrs ☐ 5-10 y ☐ 10 yrs or ☐
more
8. Nature of your work : Administration/ Accounts/Operation/
Maintenance/Miscellaneous
9. Place of origin : Rural/Urban

Kindly tick ☒

- i. **Strongly agree** if you agree with the given situation to the full extent.
- ii. **Agree** if you are agreeing with the given situation to some extent.
- iii. **Neither agree nor disagree** if you don't either accept the situation or reject the situation.
- iv. **Disagree** if you don't disagree in full but agree to some extent or in part.
- v. **Strongly disagree** if you don't agree at all with the indicated situation.

Please try to avoid 'Neither agree or disagree' as far as possible.

ATTITUDE TOWARDS ADMINISTRATORS (this aspect mainly centers around feelings/thought/realisation of an individual about Administrator)

ij Attitude towards Growth:

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1.	Administration is an interesting profession.					
2.	Administrators show interest in carrying out their duties.					
3.	Administrators give preference to interest of the organization.					
4.	Administrators in my office anticipate outcomes.					
5.	Administrators facilitate the work flow.					
6.	Developmental program-me for the staff are arran-ged by Administrators.					
7.	Administrators get themselves adjusted with the situation.					
8.	Administrators see that subordinates do not ignore the work.					
9.	One who does according to what he says is an effective Administrator.					
10.	Administrators try to win their arguments.					
11.	Administrators dominate others.					
12.	Administrators respect their profession.					
13.	Administrators prefer to shoulder responsibilities.					
14.	Administrators take positive views of the unexpected happenings.					
15.	Administrators collect the information needed to solve a problem.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
16.	Administrators take adequate steps to develop subordinates.					
17.	Administrators seek help from those who know the subject.					
18.	Administrators follow rules and regulations strictly.					

ii) Attitude towards Relationship between Administrator and Subordinates:

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1.	Relationship among the colleagues in my office is developed with mutual trust.					
2.	Administrators do not show favoritism.					
3.	The attitude of staff changes with the attitude of the Administrators.					
4.	The Administrators who are alert are liked by the public.					
5.	Administrators who deliberately delay things are not liked by staff.					
6.	Administrators think themselves as leaders					
7.	Administrators avoid conflict with subordinate.					
8.	Administrators work according to the wishes of their superiors.					
9.	Normally Administrators are arrogant.					
10.	Petty politics in the Office disturb the Administrators.					

11.	Administrators keep personal matters away from professional relations.					
12.	Administrators impress others as leaders.					
13.	When subordinates reject their views in the presence of others, Administrators remain quite.					
14.	Administrators like people who use their skills.					
15.	Administrators like people who support them in crisis.					

iii) Attitude towards contentment:

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1.	Opportunities are equally available to all in my office.					
2.	All my colleagues do not progress equally.					
3.	Administrators in my office provide leadership at all levels.					
4.	While expressing their opinion in office, Administrators are free.					
5.	Administrators have high integrity.					
6.	Administrators work with confidence.					
7.	Administrators cannot be Influenced easily..					
8.	Administrators do not have the sense of humor.					
9.	Administrators enjoy the job they perform.					
10.	Administrators feel satisfied when they try out different ways.					

11.	Administrators dislike people who question their authority.					
12.	Administrators are guided by their own opinion.					
13.	Administrators admit their ignorance.					
14.	Administrators prefer to make all decisions themselves.					
15.	Administrators do not share their disagreement with their subordinates.					
16.	Administrators feel happy if they are praised.					
17.	Administrators have superiority complex.					
18.	Administrators don't appreciate suggestions given by others.					
19.	Administrators ensure that things are done according to their plan.					
20.	Even under tension, Administrators work effectively.					

iv) Contextual Attitude :

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1.	Jurisdiction of each section in my office is fixed.					
2.	Efficiency of the staff is given weightage in my office.					
3.	Feelings of my colleagues are shaped by their experience.					
4.	Administrators are sincere in their duties.					
5.	Administrators in my office support the top management.					
6.	Experience changes the outlook of the administrators.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
7.	Administrators face challenges.					
8.	Educational qualification of the Administrators in no way helps in their functioning in the office.					
9.	Administrators in my office make appropriate decisions.					
10.	In sensing variety of information, Administrators are alert.					
11.	To know about new developments in their professional field Administrators are eager.					
12.	While adopting new techniques, administrators prefer to be a follower to a leader.					
13.	Administrators are able to tackle the situation.					
14.	Administrators solve the problem by finding the root cause of the problem.					
15.	Administrators are superstitious today.					
16.	Administrators don't find their job boring.					
17.	Administrators present their views on different situations.					
18.	Administrators spend enough time to complete their assignment.					
19.	In their arguments Administrators are rigid					
20.	Administrators closely monitor the situation.					
21.	To improve overall performance of office, Administrators do their best.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
22.	Administrators are afraid of making mistakes.					
23.	In expressing their feelings, Administrators have difficulties.					
24.	To take harsh decisions Administrators don't hesitate.					

COMMITMENT OF ADMINISTRATORS (this aspect of study mainly centers around obligation, loyalty, dedication OF ADMINISTRATORS towards an organization/working mass)

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1.	Administrators stick to their commitment.					
2.	Administrators do not compromise with any obligations.					
3.	Administrators wish that subordinates obey their bosses.					
4.	Administrators don't compromise with discipline in office.					
5.	Decisions made in groups lead to better implementation.					
6.	Administrators make commitments.					
7.	Administrators see that their staff are doing the best.					
8.	Administrators protect the interest of the Office first then the interest of their staff.					
9.	The Administrators prefer to act as per proven practices.					
10.	When they are allowed to participate in decision making committees, Administrators feel happy.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
11.	Administrators participate in group activities.					
12.	Administrators work for the interest of their office.					
13.	For improving the work culture of their office, Administrators are committed.					
14.	Administrators don't hesitate to take action against the wrong doers.					
15.	In respect of the jobs assigned, Administrators consider themselves responsible.					
16.	Administrators can quickly accommodate the changes in their work schedule.					

PEOPLE ORIENTATION (this aspect of study mainly centers around the involvement of the Administrator for the betterment of staff in office)

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
1.	My colleagues are afraid of committing mistakes.					
2.	My colleagues are adding meaning in work place.					
3.	I can accept suggestions from supervisors.					
4.	Small group activities are encouraged in my office.					
5.	I can take the responsibility of ensuring better work situation through my colleagues.					
6.	I am capable of resolving conflicts in the work situation.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
7.	My colleagues get along with each other well.					
8.	My colleagues follow orders of superiors.					
9.	Administrators try to help others in a given situation.					
10.	Administrators see that their decision benefits the society.					
11.	Doing something relevant for the staff satisfy the Administrator.					
12.	Morale of the group in my office are kept high by the Administrators.					

EMOTION (this aspect of study mainly centers around feeling, sentiment, sensation of the Administrators)

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
1.	Administrators do not have vague fears.					
2.	When in a state of distress and anxiety, Administrators are unable to point their finger at the problem.					
3.	Administrators are frightened of Problem-atic circumstances.					
4.	Even though they know that the things are wrong, Administrators find it difficult to express their opinion.					
5.	Even though they try many different jobs, nothing seems to bring satisfaction to the Administrators.					
6.	Administrators lack confidence.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
7.	Administrators are indifferent towards life.					
8.	When things move slowly, the Administrators become tense and irritable with the staff.					
9.	Administrators seek the company of anyone willing to listen to their troubles.					
10.	Sometimes, Administrators go out of way to avoid burdening others with their problems.					
11.	Administrators are suspicious and mistrusting of other people's motives and intentions.					
12.	For no known reasons, sometimes Administrators get depressed.					
13.	For no fault of theirs, Administrators feel that life has been unfair to them.					
14.	Emotions of Administrators do not go by specific reasoning.					
15.	Good decision is the outcome of emotion of the Administrator.					
16.	Sometimes, emotions of Administrators are regulated by their personal beliefs.					
17.	Emotions lead to wrong administrative decisions.					
18.	There are examples of wrong administrative decisions due to emotion of the Administrators.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
19.	There are difficulties to handle a situation due to emotion.					
20.	Administrative decisions are dependent upon emotional factors.					
21.	Administrators feel to share their emotions with people.					
22.	At times, Administrators like people to express their emotions.					
23.	Subordinates learn more by affection.					

GROUP COHESIVENESS (this aspect of study mainly centers around the uniformity in binding force among the staff leading to high morale in an Office/Organization)

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
1.	All my colleagues want to work in groups.					
2.	All groups try to develop their members in an office.					
3.	Employees at all levels co-operate with each other to fulfill the aims and objectives of the office.					
4.	Adjustment among the members within the group facilitates the Office.					
5.	Administrative decisions are acceptable to all Subordinates in an office.					
6.	A little deviation by members within a group is not harmful to the group.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
7.	In an office, the staff don't work together in peace.					
8.	Group activities don't create a sense of co-operation among the staff.					
9.	Staff member may not prefer to contradict with the Administrator.					
10.	Interaction between the work group with administrators gives better results.					
11.	Administrators like their colleagues.					
12.	Administrators avoid differences with subordinates in the interest of the group.					
13.	Administrators lay down work procedures for their subordinates.					
14.	Administrators believe that there is always a little difference among the staff in any office.					
15.	Administrators believe that it is impossible to get relevant information from subordinates.					
16.	Ignoring the guideline, the staff keep performing as they wish to.					
17.	Before introducing a change in office functioning, subordinates should be consulted.					
18.	Unless there is vigilant supervision by an Administrator, subordinates will try to avoid work.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
19.	Administrators enjoy doing work in his group.					
20.	Administrators need some time to get used to new people.					

INTERPERSONAL RELATIONSHIP (this aspect of study mainly centers around the invisible relationship among the working mass in an Office / organization)

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
1.	One to one relationship with administrators helps in many ways.					
2.	Administrators believe that intimacy with subordinates facilitates work culture.					
3.	Subordinates behaviour need to be considered by the Administrators.					
4.	Individual difference between Administrator and staff needs attention.					
5.	Recognizing the work of the staff encourage them to work hard.					
6.	Difference of opinion between superior and subordinates are solved through discussion.					
7.	A healthy relation between Administrator and staff is essential for maintaining office decorum.					
8.	Subordinate should be allowed to clarify their doubts from the Administrator.					
9.	It is good to reward a good staff.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
10.	The staffs have the right to express their disagreement with the Administrator.					
11.	In important matters, Administrators don't rely upon the subordinates.					
12.	Subordinates should not hesitate to present work related problems to the Administrators.					
13.	Open-mindedness by the Administrator makes the subordinates more effective.					
14.	Much of work related tensions can be reduced by trusting subordinates.					
15.	Administrators treat their subordinates as friends.					
16.	Administrators respect the ability of their subordinates.					
17.	Administrators discuss with subordinates before issuing new orders.					
18.	Administrators don't allow disagreement among their subordinates.					
19.	To develop the skill, Administrators facilitate their subordinates.					
20.	Administrators redress the grievances of subordinates.					
21.	Administrators encourage suggestions from their subordinates.					
22.	Administrators stand by their subordinates.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
23.	Personal relationship is given more importance by Administrators.					
24.	Administrators develop team spirit amongst subordinates.					
25.	Subordinates who take more responsibility are helped by the Administrators.					

TEMPERAMENT of Administrator (this aspect of study mainly centers around nature, responsive character of an Administrator to handle occupational stress)

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
1.	Unforeseen developments are the source of stress for the Administrators.					
2.	Administrators try to assert themselves even in the face of adverse circumstances.					
3.	Administrators can control in expressing their opinion.					
4.	Administrators are even prepared to wait for all others to join them.					
5.	Sudden modifications in the day's agenda disturb the Administrators.					
6.	Administrators prefer to avoid risk.					
7.	A disturbing environment tends to lower the performance of Administrators.					
8.	Changes from one activity to another in quick succession are not a problem for Administrators.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
9.	Administrators can easily hold back from speaking their mind to someone if they decide.					
10.	Administrators feel quite fresh even when they work hard.					
11.	Administrators can conceal their anger.					
12.	Administrators cannot come up with ready answers.					
13.	Administrators waste a lot of time on silly matters before getting to a final decision.					
14.	Even after taking decisions, the Administrators delay acting upon it.					
15.	Administrators warn the subordinates for not acting according to their instructions.					
16.	The instant reaction of administrators to a situation affects the decision making process.					
17.	Administrators believe in talking to subordinates than writing letters to them.					
18.	The nature of administrators is influenced by the working environment.					
19.	Administrators don't get excited.					
20.	Administrators become rigid so that every thing is done according to their wishes.					

EMPOWERMENT (this aspect of study mainly centers around enriching power upon the individual instead of delegating powers and to measure the output)

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
1.	There is a scope to increase self respect in my office.					
2.	Staff in my office do a job not as a duty but as a responsibility.					
3.	I can bring change in the attitude of my colleagues towards my office.					
4.	My colleagues work for achieving goals of my office.					
5.	I can enhance self-confidence in my colleagues.					
6.	I can increase self motivation of my colleagues.					
7.	I can reduce the tension of my colleagues.					
8.	I can broaden the thinking process of my colleagues.					
9.	I can take effective decisions.					
10.	I am competent to improve a sense of responsibility among my colleagues.					
11.	My colleagues are capable of doing right things.					
12.	I am responsible for the poor work culture if any in my office.					
13.	I can put constant endeavor to involve colleagues to enhance the sense of ownership in my office.					
14.	I wish that my colleagues should inculcate learning attitude.					

Sr. No.	Situation	Strongly agree	Agree	Neither agree nor disagree	Dis-agree	Strongly Disagree
15.	My colleagues are capable of becoming multi-skilled.					
16.	Administrators in my office allow subordinates to handle work related problems themselves.					
17.	I don't get sufficient authority to discharge my duties.					
18.	Centralization of authority at the top helps in policy making.					
19.	Administrators who are liked by subordinates are in demand.					
20.	Subordinates can be trusted for completing the assigned tasks.					
21.	Abilities of the subordinates in my office are not utilized fully.					
