

APPENDIX - B

INTERVIEW-CUM-RATING SCHEDULE FOR WORKERS

" A STUDY OF LEADERSHIP PATTERNS & THEIR EFFECTIVENESS WITH
SPECIAL REFERENCE TO A STEEL FACTORY AT NAGPUR (M.S.) "

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Schedule No. :

- Note :
1. The information will be used only for academic purpose.
 2. The study is related to the leadership patterns of executives and supervisors as the leaders of the subordinates.

I. Personal Data :

1. Age in years : i. 18 to 25
ii. 26 to 35
iii. 36 to 45
iv. 46 to 55
v. 56 to 60

2. Mother Tongue : i. Hindi
ii. Marathi
iii. Any other (specify)
3. Native Place : a. District :
b. State :
4. Religion : i. Hindu
ii. Muslim
iii. Christain
iv. Baudha
v. any other (specify)
5. Caste (Only in case of :
Hindus)
6. Educational Qualification : i. Less than S.S.C.
ii. S.S.C.
iii. H.S.S.C.
iv. Graduate
v. Post-Graduate
7. Designation :
8. Category : i. Executive
ii. Supervisory
9. Department :
10. Total Salary per month : i. 500 - 1000
: ii. 1001 - 1500
iii. 1501 - 2000
iv. 2001 - 2500
v. 2501 - 3000
vi. 3001 & more

11. Length Of Service : i. Less than 1
 in present organization ii. 1 - 5
 (in years) iii. 6 - 10
 iv. 11 - 15
 v. 16 - 20
 vi. 21 - 25

12. Designation of your :
 immediate superior

II. LEADERSHIP PATTERNS :

a. Trait approach

13. What are the qualities your immediate superior has as a leader ?

- | | |
|--------------------------------------|---|
| i. Intelligence | viii. Ability to maintain good relationship |
| ii. Courage | ix. Ability to control subordinates |
| iii. Initiative | x. Acceptance of responsibility |
| iv. Judgemental ability | xi. Emotional maturity |
| v. Reliability | xii. Adaptability |
| vi. Foresight & anticipation | |
| vii. Ability to take proper decision | |

14. Which of the following is the predominant approach of your immediate superior in decision making ?

- i. He makes and announces decision.
 ii. He presents ideas and invites comments before taking decisions.

- iii. He presents problems and invites suggestions before taking decision.
 - iv. Decision is taken through the active participation of subordinates.
 - v. He defines limits and let the subordinates to take the decision.
 - vi. He leaves the entire responsibility on subordinates to take decision.
15. In your opinion why your superior adapts the approach above indicated by you ? Please (\/) mark only one answer.
- i. Subordinates are incapable of taking decision.
 - ii. Subordinates are not interested in decision making.
 - iii. Just to make the subordinates feel that their opinion is sought.
 - iv. Subordinates make good suggestions.
 - v. He does not like subordinates participation.
 - vi. Subordinates are capable of taking decision if limits are set.
 - vii. Subordinates are capable of making independent decision.
 - viii. Any other reason (please specify)

Leadership & Observance of Rules & Regulations

16. Which one is your superiors predominant approach regarding observance of rules and regulations by his subordinates ?

- i. Sticks to strict observance of rules and regulations by subordinates.
- ii. Giving occasional relaxation to the subordinates in some of the rules and regulations.
- iii. Least concerned about the observance of rules and regulations by subordinates.

17. Why do you think your superior adapts the above indicated approach ? please (\/) mark only one answer.

- i. To bring about discipline among the subordinates.
- ii. Based on the circumstances and human grounds the occasional relaxation is needed.
- iii. subordinates are self disciplined.
- iv. Subordinates never observe rules and regulations.
- v. Any other reason (please specify) :

Leadership & Supervision

18. Whether your work is definite and clear ?

- i. Yes.
- ii. No.

19. If No, please specify the reason.

20. Which one type of supervision is predominantly given by your superior ?

- i. Close supervision.

- ii. Occasional supervision
- iii. No supervision



21. Which type of supervision your work requires ?

- i. Close supervision.
- ii. Occasional supervision.
- iii. No supervision is needed.

Leadership & Concern for Work Performance & Subordinates

22. Which one of the following is the concern your superior predominantly has for work performance and subordinates.

- i. High concern for work performance, low concern for subordinates.
- ii. High concern for subordinates, low concern for work performance.
- iii. High concern for both.
- iv. Low concern for both.
- v. Moderate concern for both.
- vi. High concern for work performance and moderate concern for subordinates.
- vii. High concern for subordinates and moderate concern for work performance.
- viii. Low concern for work performance and moderate concern for subordinates.
- ix. Low concern for subordinates and moderate concern for work performance.

Leadership & Motivation

23. Which one of the following is the predominant approach used by your superior to stimulate his subordinates ?
- i. Verbal encouragement.
 - ii. Appreciation
 - iii. Rewards.
 - iv. Encouragement, appreciation and rewards.
 - v. Creating fear of penalty in the minds of subordinates.
 - vi. By imposing penalty even for minor mistakes.
 - vii. Creating fear of penalty and imposing penalty even for minor mistakes.
24. Whether the subordinates are treated by your superior with human dignity.
- i. Yes.
 - ii. No.

Leadership & Consistency in Treatment of Subordinates

25. How does your superior treat his subordinates ?
- i. Similiar treatment to all subordinates.
 - ii. Favour some subordinates.
26. Whether favoritism is based on -
- i. Abilities of subordinates
 - ii. Religion
 - iii. Caste
 - iv. State
 - v. Personal relations
 - vi. any other (please specify)
 - vii. Not applicable

Leadership and Directives and Guidance.

27. Whether your superior gives proper directives about the work of his subordinates.
- i. Yes.
 - ii. No.
28. If No, Why ?
- i. Do not have ability.
 - ii. Do not have interest.
 - iii. Any other reason, please specify.
 - iv. Not applicable.
29. Does your superior give proper guidance to his subordinates ?
- i. Yes.
 - ii. No.
30. If No, Why ?
- i. Do not have ability
 - ii. No interest
 - iii. Lack of time
 - iv. any other reason
 - v. Not applicable. (please specify)
31. Does your superior help in solving the problems of his subordinates :
- i. Work problems
 - ii. Personal problems
 - iii. Both work and personal problems
 - iv. Not interested in solving problems

32. Do you extend your cooperation in the execution of plans of your superior ?
- i. Yes.
 - ii. No.
33. If No, Why ?
- i. Personal dislike for your superior.
 - ii. You do not have interest in work.
 - iii. To trouble management.
 - iv. His plans are not worth implementing.
 - v. Other reason (specify)
 - vi. Not applicable
34. Does your superior bring the problems of his subordinates to the notice of the higher authority.
- i. Yes.
 - ii. No.
35. If No, Why ?
- i. He thinks problems are not genuine.
 - ii. No interest in forwarding problems
 - iii. Any other reason, please specify.
 - iv. Not applicable.
36. What type of relationship is existing between you and your superior ?
- i. Harmonious.
 - ii. Strained.
 - iii. Indifferent.

46. Whether leadership of your superior has enabled his subordinates to maintain their behaviour according to rules and regulations of the organisation ?
- Extremely/ Very much/ A good deal/ A little/ Not at all
 4 3 2 1 0
47. Does your superior keep communication channel open to provide opportunity to his subordinates to express freely ?
- Always / Mostly / Often / Seldom / Never
 4 3 2 1 0
48. Does the instructions given by your superior is clearly understood by his subordinates ?
- Always / Mostly / Often / Seldom / Never
 4 3 2 1 0
49. Does your superior make effort in minimising the misunderstanding among his subordinates ?
- Always / Mostly / Often / Seldom / Never
 4 3 2 1 0
50. Does your superior exhibit high standard of performance to set the example among your subordinates ?
- Always / Mostly / Often / Seldom / Never
 4 3 2 1 0
51. Whether leadership of your superior has resulted in sense of satisfaction among his subordinates ?
- Extremely/ Very much/ A good deal/ A little/ Not at all
 4 3 2 1 0

52. Does the leadership of your superior has helped in achieving :

a) Individual targets :

Extremely/	Very much/	A good deal/	A little/	Not at all
4	3	2	1	0

b) Group work targets :

Extremely/	Very much/	A good deal/	A little/	Not at all
4	3	2	1	0

c) Organisational targets :

Extremely/	Very much/	A good deal/	A little/	Not at all
4	3	2	1	0

53. How would you evaluate leadership of your superior ?

Excellent /	Very good /	Good /	Some what good /	Poor
4	3	2	1	0