

APPENDIX-I

LEADER BEHAVIOUR DESCRIPTION QUESTIONNAIRE

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- 1) Name :
- 2) Age :
- 3) Qualification :
- 4) Department :
- 5) Length of Service :
- 6) Designation ;
- 7) Grade :
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Dear Sir/Madam,

Below, there are some questions, which are related to your jobs. Against each statement, there are five columns showing five degrees of statement, ranging from always, often, occasionally, seldom and never. Please read the questions / statements carefully and give your free and frank opinion of jobs you are doing.

Kindly, put a tick (✓) in the number, that you personally feel is right to the question using the following scale.

(ii)

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ALWAYS	OFTEN	OCCASIONALLY	SELDOM	NEVER
(1)	(2)	(3)	(4)	(5)

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For e.g. you may strongly agree with certain statements then put tick mark in the column 'Always' and if you want to say 'Never' with the statement put a tick mark in the column 'Never'. You have five options for each statement showing in this questionnaire.

This questionnaire will be used for the purpose of research work only and not for other purpose.

So, I am requesting you to kindly extend your full and active co-operation.

Thanking you and oblige.

PLACE

Yours faithfully,

(Halingali. Shankar. P.)

KOLHAPUR

Research Fellow.

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(iii)

- (1) He makes his attitudes clear to the staff -----  
(1) (2) (3) (4) (5)
- (2) He tries out his new ideas with the staff -----  
(1) (2) (3) (4) (5)
- (3) He rules with an iron hand -----  
(1) (2) (3) (4) (5)
- (4) He criticises poor work. -----  
(1) (2) (3) (4) (5)
- (5) He speaks in a manner not to be questioned -----  
(1) (2) (3) (4) (5)
- (6) He assigns staff members to particular tasks -----  
(1) (2) (3) (4) (5)
- (7) He works without a plan -----  
(1) (2) (3) (4) (5)
- (8) He maintains definite standards of performance -----  
(1) (2) (3) (4) (5)
- (9) He emphasises the meeting of deadlines -----  
(1) (2) (3) (4) (5)
- (10) He encourages the use of uniform procedures -----  
(1) (2) (3) (4) (5)
- (11) He makes sure that his part in the organisation is un-  
derstood by all members -----  
(1) (2) (3) (4) (5)
- (12) He asks that staff members follow standard rules and reg-  
ulations -----  
(1) (2) (3) (4) (5)
- (13) He lets staff members know what is expected of them -----  
(1) (2) (3) (4) (5)

(14) He sees to it that staff members are working up to capacity -----

(1) (2) (3) (4) (5)

(15) He sees to it that the work of staff members is co-ordinated -----

(1) (2) (3) (4) (5)

(16) He does personal favours for staff members -----

(1) (2) (3) (4) (5)

(17) He does little things to make it pleasant to be a member of the staff -----

(1) (2) (3) (4) (5)

(18) He is easy to understand -----

(1) (2) (3) (4) (5)

(19) He finds time to listen to staff members -----

(1) (2) (3) (4) (5)

(20) He keeps to himself -----

(1) (2) (3) (4) (5)

(21) He looks out for the personal welfare of individual staff members -----

(1) (2) (3) (4) (5)

(22) He refuses to explain his actions -----

(1) (2) (3) (4) (5)

(23) He acts without consulting the staff -----

(1) (2) (3) (4) (5)

(24) He is slow to accept new ideas -----

(1) (2) (3) (4) (5)

(25) He treats all staff members as his equals -----

(1) (2) (3) (4) (5)

(v)

(26) He is willing to make changes -----

(1) (2) (3) (4) (5)

(27) He is friendly and approachable -----

(1) (2) (3) (4) (5)

(28) He makes staff members feel at ease when talking with  
them -----

(1) (2) (3) (4) (5)

(29) He puts suggestions made by the staff into opera-  
tions -----

(1) (2) (3) (4) (5)

(30) He gets staff approval on important matters before going  
ahead -----

(1) (2) (3) (4) (5)

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APPENDIX II

ORGANISATIONAL EFFECTIVENESS QUESTIONNAIRE

Dear Sir/Madam,

Listed below are some statements that describe organisational performance. You should indicate how often they occur in your unit. Please use the following scale to respond to each statement. Place a number from 1 to 7 in space just before each of the items.

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Very infrequently    1    2    3    4    5    6    7    Very frequently

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- (1) The work process is co-ordinated and under control.  
(1)            (2)            (3)            (4)            (5)            (6)            (7)
- (2) Participative decision making is widely and appropriately employed.  
(1)            (2)            (3)            (4)            (5)            (6)            (7)
- (3) Rules, procedures, and formal method guide the work.  
(1)            (2)            (3)            (4)            (5)            (6)            (7)
- (4) The goals are clearly understood by most members.  
(1)            (2)            (3)            (4)            (5)            (6)            (7)
- (5) The work effort is usually intense.  
(1)            (2)            (3)            (4)            (5)            (6)            (7)
- (6) There is a stable, predictable work environment.  
(1)            (2)            (3)            (4)            (5)            (6)            (7)
- (7) Innovation is stressed.  
(1)            (2)            (3)            (4)            (5)            (6)            (7)

- (8) There is positive interpersonal climate.  
(1) (2) (3) (4) (5) (6) (7)
- (9) Quantification and measurement are key parts of the work climate.  
(1) (2) (3) (4) (5) (6) (7)
- (10) Consensual decision making is encouraged.  
(1) (2) (3) (4) (5) (6) (7)
- (11) Outsiders perceive it as vibrant, high-potential unit.  
(1) (2) (3) (4) (5) (6) (7)
- (12) Creative insights, hunches, and innovative ideas are encouraged.  
(1) (2) (3) (4) (5) (6) (7)
- (13) It is easy to give an explanation of the overall objectives of the unit.  
(1) (2) (3) (4) (5) (6) (7)
- (14) There is a constant striving for greater accomplishment.  
(1) (2) (3) (4) (5) (6) (7)
- (15) Employees feel as though they really belong to the unit.  
(1) (2) (3) (4) (5) (6) (7)
- (16) The unit has the image of a growing, dynamic system.  
(1) (2) (3) (4) (5) (6) (7)

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APPENDIX III

JOB CHARACTERISTIC QUESTIONNAIRE.

Dear Sir/Madam,

Following, there are some questions. These questions have seven columns showing from low preference to high preference. Please tick mark (✓) in the number that you personally feel is right. The scale is given below:

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P R E F E R E N C E      L E V E L						
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LOW	SLIGHTLY	POOR	MEDIUM	MODERATE	VERY	HIGH
	LOW				MODERATE	
(1)	(2)	(3)	(4)	(5)	(6)	(7)

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- (1) I have considerable promotion from within organisation.  
(1) (2) (3) (4) (5) (6) (7)
- (2) I have considerable job security in my organisation.  
(1) (2) (3) (4) (5) (6) (7)
- (3) My work provides a chance to meet people.  
(1) (2) (3) (4) (5) (6) (7)
- (4) My job provides chance to do different things.  
(1) (2) (3) (4) (5) (6) (7)
- (5) I have an opportunity for contact with higher management.  
(1) (2) (3) (4) (5) (6) (7)
- (6) How is the company treatment with the employees ?  
(1) (2) (3) (4) (5) (6) (7)



- (7) Contact with fellow workers outside working hours.  
(1) (2) (3) (4) (5) (6) (7)
- (8) Opportunity to obtain good equipment supplies and materials.  
(1) (2) (3) (4) (5) (6) (7)
- (9) Co-operation among my fellow workers.  
(1) (2) (3) (4) (5) (6) (7)
- (10) Prestige of my job in the company.  
(1) (2) (3) (4) (5) (6) (7)
- (11) I have got co-operation between other departments.  
(1) (2) (3) (4) (5) (6) (7)
- (12) I have opportunity to change the jobs within the company.  
(1) (2) (3) (4) (5) (6) (7)
- (13) I have freedom to make decisions in my work.  
(1) (2) (3) (4) (5) (6) (7)
- (14) I use opportunity to use special skills and abilities.  
(1) (2) (3) (4) (5) (6) (7)
- (15) The company will provide training for my job.  
(1) (2) (3) (4) (5) (6) (7)
- (16) I have considerable satisfaction from my work.  
(1) (2) (3) (4) (5) (6) (7)
- (17) I do receive considerable pay for the work which I do.  
(1) (2) (3) (4) (5) (6) (7)

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