Dear Respondent,

Please permit me to encroach upon your precious and prolific moments as a research scholar for the degree – Doctor Of Philosophy (Ph.D.) with a craving to get your informative and knowledgeable opinion on certain questions enlisted as under:

Kindly read each statement carefully and select the best that applies to you at your work place.

1) **WORK & PEOPLE AT WORK**

   a) Normally, I get the work done by integrating subordinates.

   b) I have more concern for the task than for the subordinates.

   c) I try to establish equilibrium between task and people needs.

   d) I give first preference to subordinates than to the task.

   e) I allow freedom to subordinates to take their own decisions.

2) **NATURE OF GETTING WORK**

   a) I help in creating psychological willingness for the task among the subordinates.

   b) In order to get work done, it is necessary at times to use force.

   c) I want to be good to all in the organization.
d) I would rather lead than push subordinates and see that they work in any situation.
e) I don't interfere in my subordinates' way of functioning and allow working on their own.

3) MONITORING THE JOB
   a) I work by fixing the standards, evaluating actual performance and taking remedial actions, if necessary.
   b) I exercise a close and strict watch on each and every activity of subordinates and leave no space for compromise.
   c) I encourage my subordinates to identify their own weaknesses.
   d) I reward individual subordinates for good outcomes.
   e) I generally ignore the performance of the people.

4) GOAL SETTING
   a) Goals are set, in consultation with subordinates and to the expectations of Management.
   b) Quotas and deadlines are given by me and force is exerted to achieve the results.
   c) Targets are set and individuals are expected to work within permissible limits.
   d) I see to it that every individual employee is free to set his own goals.
   e) I do everything whatever the system may call for but within the permissible limits.
4) **DECISION MAKING**

a) I use participative style of decision-making.

b) People are not expected to contribute the ideas; their job is to turn out the results.

c) Freedom of discussion and decision making is given to the subordinates.

d) I take initiative, study probable reactions, filter them and give acceptable suggestions to the subordinates.

e) If warranted then only I take decisions.

5) **PERFORMANCE APPRAISAL**

a) I discuss subordinate's present level of achievement and plan for further development.

b) I point out subordinate's weaknesses and suggest corrective action.

c) I help the individuals to evaluate their own performance.

d) I see to it that employees are recognized irrespective of their performance.

e) Appraisal is made only if it is a part of the system.

7) **WORK CONFLICTS**

a) I exercise effective communication to avoid conflicts.

b) In case of any conflict, I stick to my position by suppressing the disagreements.

c) I resolve the conflict by participative counseling and discussion.

d) Arbitration is used to resolve the conflicts.

e) I don't resolve routine conflicts.
8) RESPONSIBILITY
a) I involve people for planning, assembling resources, and staffing at work.

b) I on my own chalk out plans, provide resources, recruit the persons and expect the results.

c) I form the committees for various tasks right from planning till completion stage.

d) Every subordinate is supported in sharing their individual responsibilities.

e) Every individual is fully responsible for his work and I merely supervise them.

9) COMMITMENT
a) I inculcate team-work for the commitment to the organizational goals.

b) To fulfill the organizational commitments, at times I have to exercise my authority.

c) Commitment in employees to task does not require special efforts from my side.

d) I generally maintain easy tempo, a low key and accepting work atmosphere.

e) The subordinates are supposed to do the work on their own since it is delegated to them.