

11. How did you find the attitude of property tax staff?

a.	b.	c.
Cooperative	Helpful	Ignoring

12. Which of the mode you will opt for payment of property tax? Through!

a.	b.	c.	d.
Cash payment in Bank or Post Office	Credit card	Scratch card	Internet

13. Have you visited the web site of Excise & Taxation Department?

a.	b.
Yes	No

14. If yes, how did you find it?

a.	b.	c.	d.
Very Good	Good	Satisfactory	In-sufficient

15. How did you observe the facilities provided for visitors in Excise & taxation office?

a.	b.	c.	d.
Very Good	Good	Satisfactory	In-sufficient

16. Any suggestion for improvement of assessment and collection of Property tax?

.....

.....

.....

Thank You

حکومت پنجاب

سروے برائے ایکسائز اینڈ ٹیکسیشن ڈیپارٹمنٹ

(کسٹمرز کی رائے جانچنے کیلئے)

نام..... محلہ/کالونی..... ضلع.....

۱۔ کیا آپ پراپرٹی ٹیکس ادا کرتے ہیں؟

ہاں اے
نہیں بی

۲۔ اگر ہاں تو کس طرح کی جائیداد کا؟

گھر اے
دکان بی
فیکٹری سی
دیگر جائیداد ڈی

۳۔ کیا آپ سمجھتے ہیں کہ آپ کی جائیداد کا ٹیکس صحیح لگا ہوا ہے؟

ہاں اے
نہیں بی
پتہ نہیں سی

۴۔ آپ کو پراپرٹی ٹیکس کا چالان فارم ۵ فیصد رعایت کے ساتھ کب موصول ہوا؟

۲۰ اگست سے پہلے اے
۲۰ اور ۳۱ اگست کے درمیان بی
۳۱ اگست کے بعد سی
موصول نہیں ہوا ڈی

۵۔ کیا آپ کو پراپرٹی ٹیکس کی ادائیگی کے باوجود ٹیکس کا نوٹس موصول ہوا ہے؟

ہاں اے
نہیں بی
() دفعہ سی

۶۔ آپ نے پراپرٹی ٹیکس کی ادائیگی کہاں کی؟

نیشنل بینک میں اے
ایکسائز کانسٹیبل کے ذریعہ بی
ادائیگی نہیں کی سی

۷۔ پراپرٹی ٹیکس کا نوٹس موصول نہ ہونے کی صورت میں آپ نے کیا کیا؟

دفتر آئے اے
ٹیلیفون کیا بی
خط لکھا سی
نوٹس کا انتظار کیا ڈی

۸۔ کیا پراپرٹی ٹیکس کے دفتر آنے سے آپ کا مسئلہ حل ہوا؟

ہاں اے
نہیں بی

۹۔ آپ کا پراپرٹی ٹیکس سے متعلقہ مسئلہ کیسے حل ہوا؟

سفارش سے اے
..... روپے دینے سے بی
بغیر سفارش اور پیسے کے سی

۱۰۔ آپ کو پراپرٹی ٹیکس کے دفتر کا ماحول کیسا لگا؟

بہت اچھا اے
اچھا بی
برا سی
بہت برا ڈی

۱۱۔ آپ کو پراپرٹی ٹیکس کے اہلکاروں کا رویہ کیسا لگا؟

اے ملنسار
بے مددگار
سی نظر انداز کرنے والا

۱۲۔ پراپرٹی ٹیکس کی ادائیگی کیلئے آپ کون سا طریقہ اختیار کرنا پسند کریں گے؟

اے بینک یا پوسٹ آفس میں کیش ادائیگی
بے کریڈٹ کارڈ / ڈیبٹ کارڈ کے ذریعہ
سی سگریج کارڈ کے ذریعہ
ڈی انٹرنیٹ کے ذریعہ

۱۳۔ کیا آپ نے محکمہ ایکسائز اینڈ ٹیکسیشن کی ویب سائٹ وزٹ کی ہے؟

اے ہاں
بے نہیں

۱۴۔ اگر ہاں تو اسے کیسا پایہ ہے؟

اے بہت اچھا
بے اچھا
سی مناسب
ڈی نا کافی

۱۵۔ دفتر میں ٹیکس گزاروں کی سہولت کیلئے کیے گئے اقدامات کو کیسا پایہ ہے؟

اے بہت اچھا
بے اچھا
سی مناسب
ڈی نا کافی

۱۶۔ پراپرٹی ٹیکس کی تشخیص اور ادائیگی کے لیے کوئی تجویز

شکریہ

Research Methodology

Research is an intensive and purposeful search for knowledge, understanding of social and physical phenomena. On one hand it is an academic activity to search for knowledge, and on the other hand is a movement from the known to the unknown. The vital instinct of inquisitiveness of human-being for knowing the unknown leads us to confront unknown. We wonder and our inquisitiveness make us to probe and attain full and further understanding of the unknown. This inquisitiveness is the mother of all knowledge and method, and forces human-being to employ available resources for obtaining knowledge of, what ever is the unknown. This search for unknown is research, and comprises defining and redefining the problems, formulating hypothesis, suggesting solutions, collecting, organizing and evaluating data, making deductions and reaching conclusions.

According to D. C. Rajendra Kumar (2008), D. Sleringer and M. Stephenson in the encyclopedia of social sciences has define research as " the manipulation of things, concepts or symbols for the purpose of generalizing to extend correct or verify the knowledge, whether that knowledge ends in construction of a theory or in the practice of an art.

John W. Best (2003) consider it the systematic and objective analysis and recording of controlled observations that may lead to development of generalizations, principles or theories that may result in prediction and possibly ultimate control of events.

Webster's Twentieth Century Dictionary the term Research ha defined as a careful, patient, systematic, diligent inquiry or examination in some field of knowledge undertaken to establish facts as principles.

Types of research

There are a number of research types and methodology, these include:

Descriptive research include survey and fact finding inquiries of different kind. The main characteristics of this method are that the research has no control over the variables; he can only report what has happened or what is happening.

Analytical research on the other hand has the limitations of use of facts or information already available, and analyzes these to make a critical evaluation of the material.

Applied research aims at finding a solution for an immediate problem facing a society or an organization.

Fundamental research is mainly concerned with generation or formulation of a theory for knowledge sake and is also termed as basic or pure research.

Quantitative research is based upon the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity.

Qualitative research is concerned with the phenomena relating to or involving quality or kind.

Conceptual research is related to some abstract ideas or theory. It is generally used by philosophers and thinkers to develop new concepts or to interpret existing ones.

Empirical research relies on experience or observation alone without regard to system or theory.

Experimental research makes changes in independent variables and studies their effects on dependent variables (salary or commission of a sales man is independent variable and sales performance is the controlled variable.

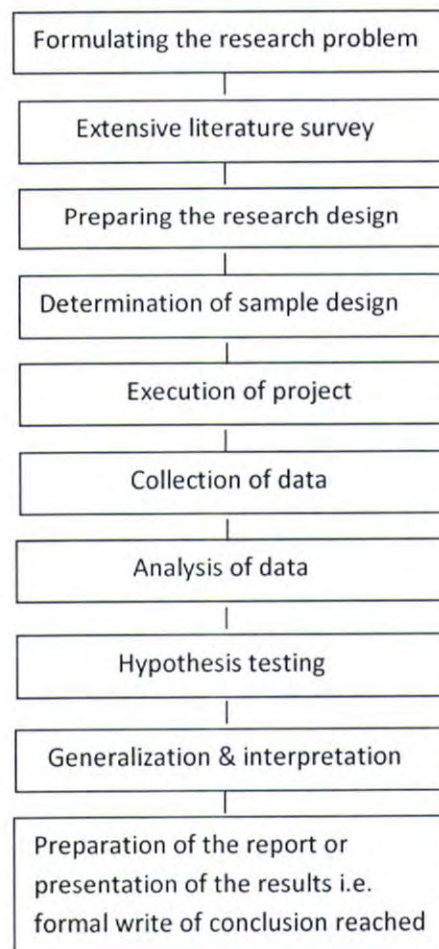
Non-experimental research is an ex-post fact research in which data generated is not helpful in establishing cause and effect relationship between

variables i.e., study of relationship between job autonomy and job satisfaction.

The survey is a form of **Experimental Applied Research**, where data generated is used to establish cause and effect relationship between independent and dependent variables. On the basis of analysis of this data one can predict changes in the independent variable.

Research Process

The research process consists of a number of closely related activities, which are shown in the following chart:



Determination of sample design

All the items under consideration in any field of inquiry constitute 'universe' or 'population'. A complete enumeration of all the items in the "population" is known as census inquiry. In such an inquiry all the items are covered, no element of chance is left and highest accuracy is obtained. But in practice this may not be true. Even the slightest element of bias in such an inquiry will get larger and larger as the number of observations increases. Moreover there is no way of checking the element of bias or its extent except through a survey or use of sample checks. Besides this kind of inquiry involves a great deal of time, money and energy. Not only this, Census inquiry is not possible in practice, under many circumstances. For instance blood testing is done only on sample basis. Hence, quite often only a few items are selected from the universe for study purposes. The items so selected are technically called **sample**.

Types of Sampling Designs:

Simple random sampling (SRS). This type of sampling is also known as chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible sample, has the same probability of being selected. Lottery is the example of this type of sampling.

Systematic sampling: In some instances the most practical way of sampling is to select every 10th or 15th name on a list, every 12th house on one side of a street and so on. This type of sampling is known as Systematic one.

Stratified sampling: If the population from which a sample is to be drawn does not constitute a homogenous group, then stratified sampling technique is applied so as to obtain a representative sample. In this technique the population is stratified into a number of non-overlapping sub-populations or strata and sample items are selected from each stratum. If the items selected

from each stratum is based on simple random sampling the entire procedure, first stratification and then simple random samples, is known as stratified random sampling.

Cluster sampling: Cluster sampling involves random selection of groups of population, termed as clusters and then including in the sample either all the units from each of the chosen clusters, or selecting a random sample of the units which the cluster comprises. Cluster sampling is used when the sampling frames of adequate coverage are not available and particularly when the population size is quite large. Cluster sampling is mostly used in statistical quality control.

Multi-phase sampling: It is the extension of the cluster sampling design. The technique is meant for big inquiries extending to a considerably large geographical area like entire country. Under multi-phase sampling the first phase may be to select large sampling units such as states, then districts, then towns and finally certain families or streets.

Sequential sampling: This is some what complex sampling design, where the ultimate size of the sample is not fixed in advance but is determined according to mathematical decisions on the basis of information yielded as the survey progresses.

Preparing the research design

As per Terms of Reference of the Project, feed back from the Staff of E&T D for "HR satisfaction" and feedback of the customers of E&T Department, particularly in the areas where there is a large scale interaction between the Staff & Customers, in at least two urban and two rural Districts of the Province of Punjab are to be selected. After careful study and in depth consultation with the Divisional and Provincial Officer of the Department the following Districts have been selected for survey:

S.No.	Habitat	Name of Districts	
1	Urban	Lahore	Rawalpindi
2	Rural	Sargodha	Bahawalpur

There was consensus among the Officers of the Department with regard to selection of Urban Districts; however there was difference of opinion with regard to selection of rural districts. The names of Jhang, Toba Tek Singh, Bhakkar, Khanewal, Khushab, and Pakpattan were considered, but due to nominal number of vehicles being registered in these Districts, it was decided to select Sargodha and Bahawalpur Districts, considering representation of lower Punjab and middle Punjab apart from reasonable population of property tax assesses and motoring people in these Districts.

Questionnaire Design for survey

The foremost task of the project was formulation of questionnaire for client services and HR response. Since this was the first study of its kind, being undertaken by PRMP for evaluating the performance and adopting measures for efficiency improvement of the E&TD clientage and staff, therefore, no previous record or relevant study was available with the E&TD. Under the circumstances, detailed and in depth study of literature on the subject was inevitable. After carrying out in depth study of literature on the subject and survey taken in other departments as well as countries, the following measures were adopted to start the project.

In view of the fact that questionnaire design depends upon the type of survey to be carried out, after careful study and discussions with the officers of the E&TD, it was decided to carry out **Interviewing Method of the Survey** instead of Telephone Survey, Mail Survey, Computer Direct Survey, Email Survey and Internet/Intranet Survey methods. The most important advantage of the Interviewing Method is that in this case you have the ability to find and interact with target population which ensures credible results.

KISS is the golden principle to design a questionnaire for personal interviews, which means "Keep It Short and Simple". If a 20-page questionnaire is presented, the most potential respondents may give it up, in horror before even starting it, Survey System's Tutorial (2009). Keeping in view the principle of **KISS** and other relevant studies, it was decided to adopt **Close Ended Questionnaire with Multiple Choice in Linear Formation**, and with **Rating and Agreement Scales**.

After consultation with the System Analyst and Programmers of the E&TD, due care has been taken that the questionnaire so formulated may not create a problem at the time of development of data base.

In the light of recommendations of Trivellore E. Roghunathan (1995) a "**Split Questionnaire Technique**" has been adopted for the formulation of questionnaires since the target population in E&TD clientage is quite large.

After formulating draft questionnaire the same were discussed with all the Directors, Deputy Secretary (Tech), Additional Director General E&T Punjab, Director General E&T Punjab, Secretary E&TD apart from System Analyst and Programmers working in the Department. The draft questionnaires have also been discussed with Mr. Omar Mukhtar, Deputy Program Director, PRMP. After getting their input on the subject five questionnaires have been finalized which are as follows:

1. Questionnaire for Staff Satisfaction. **(English)**
2. Questionnaire for adjudging the satisfaction of clientage of E&TD relating to Motor Vehicle Registration and Taxation.**(English)**
3. Questionnaire for adjudging the satisfaction of clientage of E&TD relating to Motor Vehicle Registration and Taxation.**(Urdu)**
4. Questionnaire for adjudging the satisfaction of clientage of E&TD relating to Property tax assessment & collection.**(English)**
5. Questionnaire for adjudging the satisfaction of clientage of E&TD relating to Property tax assessment & collection.**(Urdu)**

The project has been started from Lahore. The services of five persons have been obtained for carrying out the task of survey. Out of these two are Master's degree holder from Punjab University with a bit of experience on survey, one is BBA (Hon) from PCBA with a bit experience in sales & marketing and two are ex-employees of E&TD with vast experience in field and office.

According to information provided by the E&T Department (2010 figures), the selected four districts have the following population of property tax assesseees and motoring people on road:

Sr.No.	Name of the District	No. of Motor Vehicles plying on road	Total No. of Property Units	Taxable Property Units
1	Lahore	976041	699866	380843
2	Rawalpindi	240400	284228	162650
3	Sargodha	114206	128445	37172
	Bahawalpur	98272	137516	15561

(Source Excise & Taxation Department)

Strategies for Determining Sample Size.

There are several approaches for determining the sample size. These include using a census for small population, imitating a sample size of similar studies, using published tables, and applying formulas to calculate a sample size. Each strategy is discussed below.

Using a sample for small populations.

One approach is to use the entire population as the sample. Although cost considerations make it impossible for large populations, but for small populations e.g. 200 or less, the approach eliminates sampling error and provides data on all the individuals in the population. In addition, costs on questionnaire design and developing the fixed sampling frames are saved. But in our study, the population is quite large spreading over millions, therefore this approach was discarded.

Using a sample size of a similar study

Another approach is to use the sample size of similar studies already taken on the same subject. In the adoption of this approach, without reviewing the procedure employed in these studies, there is a risk of repetition of errors that were made in determining the sample size for another study. However, a review of the literature in our discipline can provide guidance about the sample size to be used in our study. Since this the first study of its kind in Punjab, Pakistan; therefore, a fixed frame sample size was neither available nor adopted.

Using published tables

A third way to determine sample size is to rely on published tables which provide the sample size for a given set of criteria. Table 1 is one of the examples of published tables. These tables are prepared by researchers/professionals in the field of statistics after applying combinations of precision, confidence levels, and variability. The most important thing in such tables is that firstly, the sample size reflect the number of responses **obtained** and not the number of survey questionnaires mailed or interview planned; and secondly, it has been presumed that the attributes being measured are **distributed normally** or nearly so.

Using formulas to calculate a sample size

Although tables can provide a useful guide for determining the sample size in a most professional manner, but some time one has to apply his mind to calculate the necessary sample size for a different combination of levels of precision, confidence level and variability. This approach requires the application of several statistical formulas. A few of these have been discussed in the following pages:

Cochran's formula for calculating a sample for proportions

For populations that are large, a famous statistician Cochran (1977) devised sample size formula, keeping in view all the relevant factors. This formula is reproduced as under:

$$n_0 = (Z^2) pq / (e^2)$$

n_0 = sample size

Z= abscissa of normal curve that cuts of an area at tail (1- equals the desired confidence level). Its value is found in statistical tables and is 1.96

P= precision level. In case of max. variability, it is 0.5

Q = 1-p

The resulting sample size would be:

$$n_0 = \frac{(Z^2)pq}{(e^2)} = \frac{(1.96^2)(0.5)(1-0.5)}{(0.05^2)} = \mathbf{385}$$

Yamane's simplified formula for proportions

Yamane (1967) another statistician provides a simplified formula to calculate sample sizes. This formula has been used to calculate the sample size in Table 1. This formula has been reproduced as under.

$$n = \frac{N}{1 + N(e^2)}$$

n= sample size

N= population size

e= error of tolerance

The resulting sample size for infinite population would be = **400**

Formula for the calculation of sample size.

$$n = \frac{N}{1 + N(e)(e)}$$

n = Sample Size
 N = Size of population
 e = Desired level of Precision

Published Tables for the Calculation of Sample Size

a = Assumption of normal population is poor (Yamane, 1967). The entire population should be

Table 1.

Table 1. Sample size for +- 3%, +-5%, +-7%, +-10% Precision levels where Confidence Level is 95% and P=5

Size of Population	Sample Size (n) for Precision (e) of			
	+ - 3%	+ - 5%	+ - 7%	+ - 10%
500	a	222	145	83
600	a	240	152	86
700	a	255	158	88
800	a	267	163	89
900	a	277	166	90
1,000	a	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1000	385	200	99
15,000	1034	390	201	99
20,000	1053	392	204	100
25,000	1064	394	204	100
50,000	1087	397	204	100
100,000	1099	398	204	100
>100,000	1111	400	204	100

Table 2.

Table 2. Sample size for +-5%, +-7%, +-10% Precision levels where Confidence Level is 95% and P=5

Size of Population	Sample Size (n) for Precision (e) of		
	+ -5%	+ -7%	+ -10%
100	81	67	51
125	96	78	56
150	110	86	61
175	122	94	64
200	134	101	67
225	144	107	70
250	154	112	72
275	163	117	74
300	172	121	76
325	180	125	77
350	187	129	78
375	194	132	80
400	201	135	81
425	207	138	82
450	212	140	82

In view of infinite population (exceeding 100,000), time constraints and cost effectiveness the use of published Tables was considered to be more suitable for the present study. However the sample size provided in these Tables has been modified for small populations (less than 100,000) as suggested by Prof. M. A. Saint-Germain of California State University Long Beach (1997) and using variance of estimates and anticipating a good response. However, confidence level has been taken at 90% to 95%. Resultantly the following sample size has been adopted for the present study.

Sr.#	Name of District	HR		M V,s		P U,s		P U,s		
		Population size (E&T)	Sample size 90% Conf.lvl.		Population size (E&T)	Sample size 93% Conf.lvl		Population size (E&T)	Sample size 93% Conf.lvl	
			Formula	Taken		Formula	Taken		Formula	Taken
1	Lahore	978	91	169	976041	204	402	380843	204	414
2	Rawalpindi	271	73	73	240400	204	210	162650	204	207
3	Sargodha	98	50	51	114206	204	205	37172	204	207
4	Bahawalpur	92	50	50	124223	204	215	15561	202	205
Total		1439	343		1454870	1032		596226	1033	
Grand Total		Population size=20,52,535				Sample Taken= 2408				

Initially, the printed questionnaires were distributed in specific localities selected on the basis of simple random sampling technique, but there was very poor response i.e. 7-8%, which is evident from the fact that questionnaires relating to staff satisfaction were distributed 3-times, but these were not received back duly filled in despite personal reminding, accordingly interview method of filling-up the questionnaires was adopted. Although, here too every 3-persons avoided to respond to the request of interview made by research associates who were young, well dressed, courteous, well educated, holding postgraduate degrees from Punjab University and PCBA, Lahore; however keeping in view the standards prevailing in the world in case of such studies, a percentage of 22 to 25 was considered appropriate and the survey was completed within one month time visiting Rawalpindi, Sargodha and Bahawalpur districts after completing the task in Lahore district.

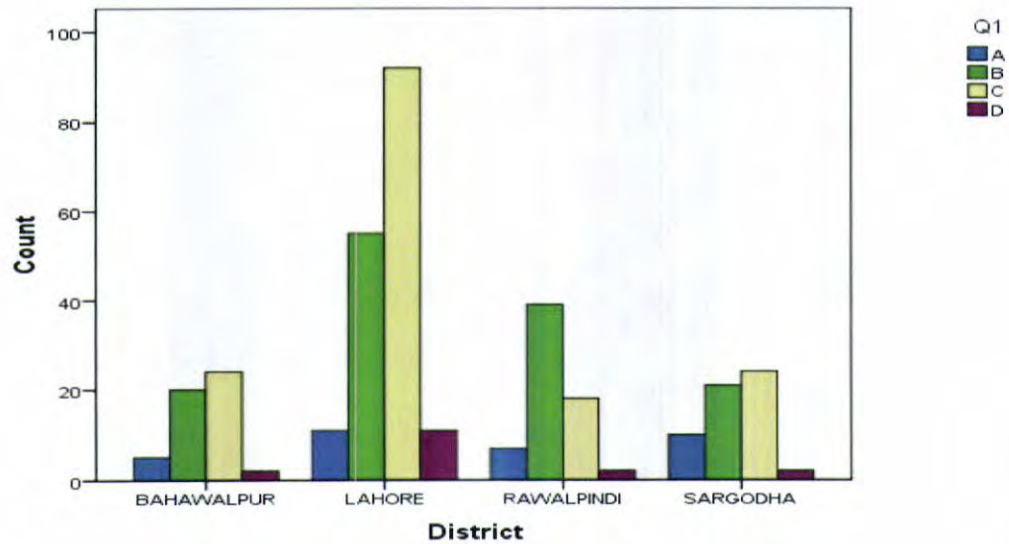
Q.1 What is your age in years?

- a. 18-25
- b. 25-40
- c. 40-55
- d. Above 55

District * Q1 Crosstabulation

District		Q1				Total
		A	B	C	D	
BAHAWALPUR	Count	5	20	24	2	51
	% within District	9.8%	39.2%	47.1%	3.9%	100.0%
LAHORE	Count	11	55	92	11	169
	% within District	6.5%	32.5%	54.4%	6.5%	100.0%
RAWALPINDI	Count	7	39	18	2	66
	% within District	10.6%	59.1%	27.3%	3.0%	100.0%
SARGODHA	Count	10	21	24	2	57
	% within District	17.5%	36.8%	42.1%	3.5%	100.0%
Total	Count	33	135	158	17	343
	% within District	9.6%	39.4%	46.1%	5.0%	100.0%

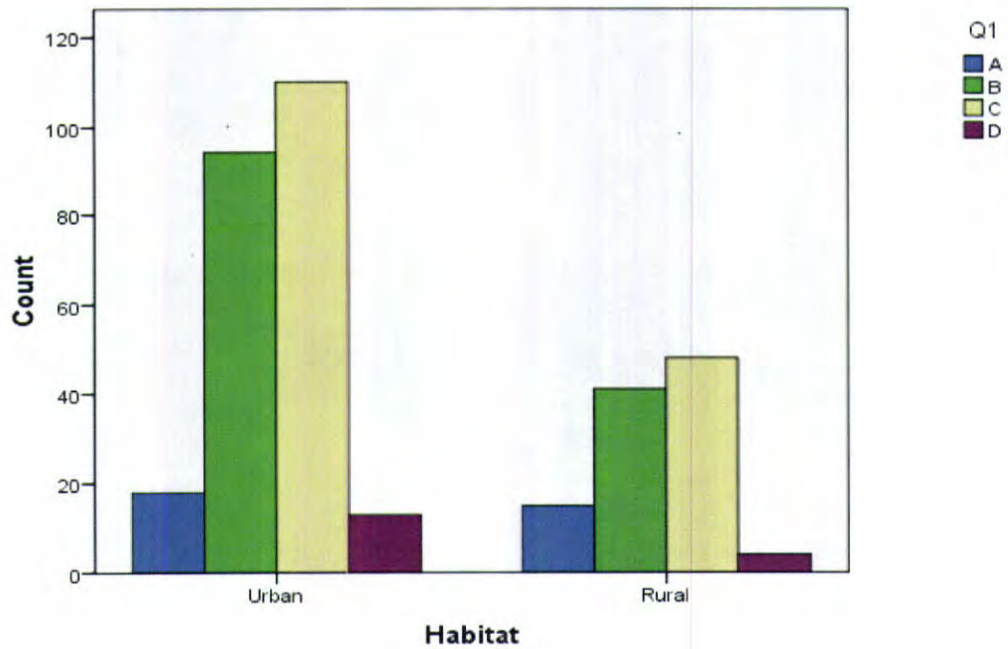
Bar Chart



Habitat * Q1 Crosstabulation

Habitat		Q1				Total
		A	B	C	D	
Urban	Count	18	94	110	13	235
	% within Habitat	7.7%	40.0%	46.8%	5.5%	100.0%
Rural	Count	15	41	48	4	108
	% within Habitat	13.9%	38.0%	44.4%	3.7%	100.0%
Total	Count	33	135	158	17	343
	% within Habitat	9.6%	39.4%	46.1%	5.0%	100.0%

Bar Chart



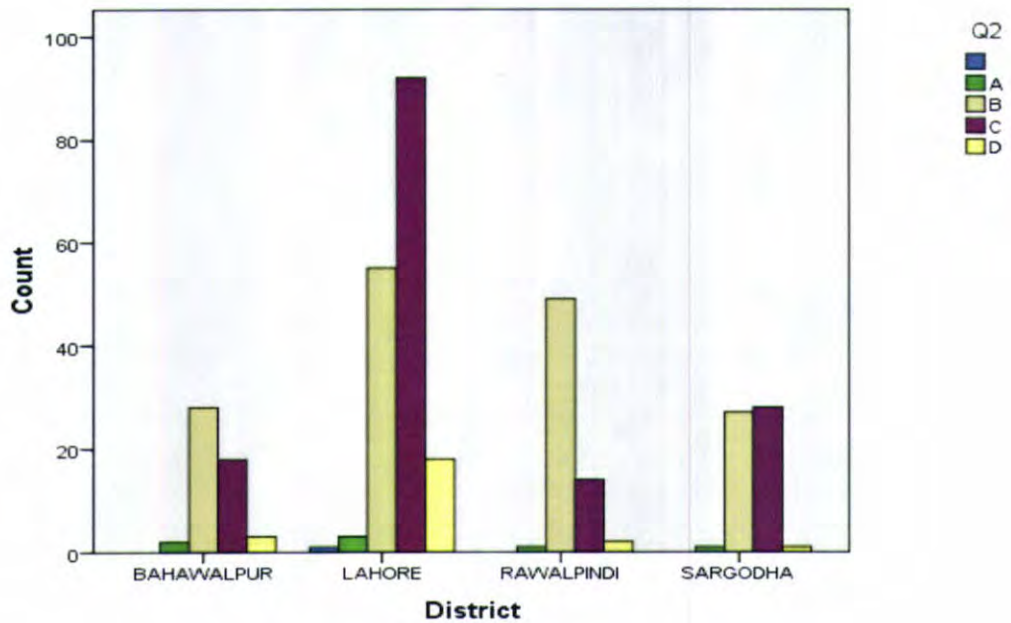
Q.2 What is your basic pay scale?

- a. 1-4
- b. 5-10
- c. 11-15
- d. 16-17

District * Q2 Crosstabulation

District		Q2				Total	
		A	B	C	D		
BAHAWALPUR	Count	0	2	28	18	3	51
	% within District	.0%	3.9%	54.9%	35.3%	5.9%	100.0%
LAHORE	Count	1	3	55	92	18	169
	% within District	.6%	1.8%	32.5%	54.4%	10.7%	100.0%
RAWALPINDI	Count	0	1	49	14	2	66
	% within District	.0%	1.5%	74.2%	21.2%	3.0%	100.0%
SARGODHA	Count	0	1	27	28	1	57
	% within District	.0%	1.8%	47.4%	49.1%	1.8%	100.0%
Total	Count	1	7	159	152	24	343
	% within District	.3%	2.0%	46.4%	44.3%	7.0%	100.0%

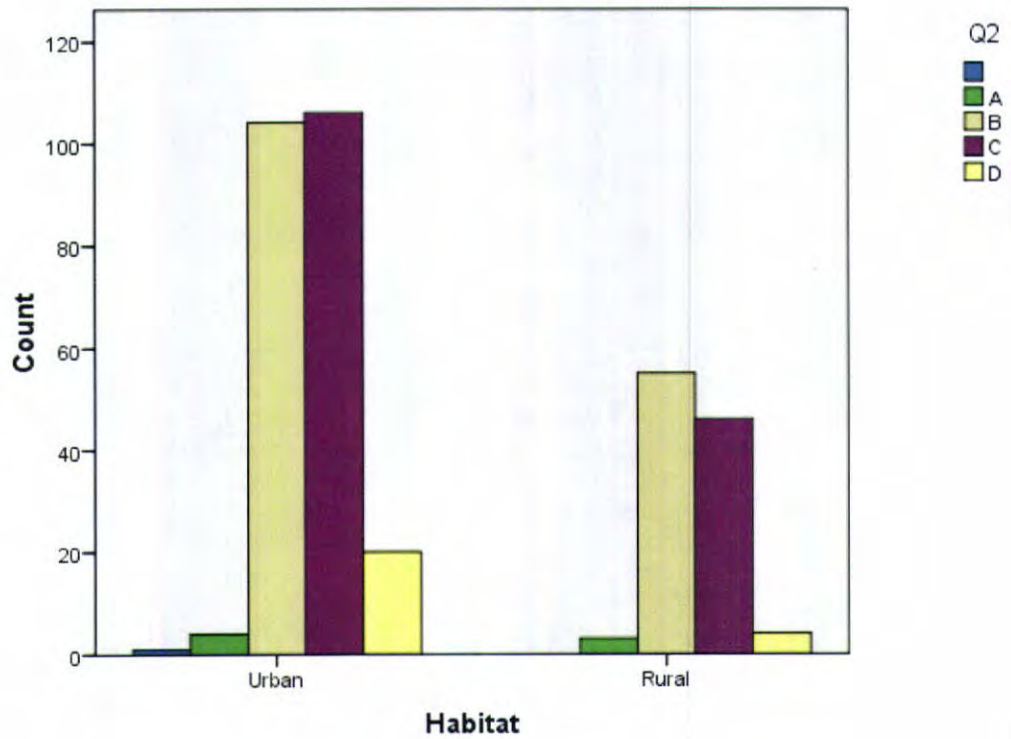
Bar Chart



Habitat * Q2 Crosstabulation

			Q2				Total	
				A	B	C		D
Habitat	Urban	Count	1	4	104	106	20	235
		% within Habitat	.4%	1.7%	44.3%	45.1%	8.5%	100.0%
	Rural	Count	0	3	55	46	4	108
		% within Habitat	.0%	2.8%	50.9%	42.6%	3.7%	100.0%
Total		Count	1	7	159	152	24	343
		% within Habitat	.3%	2.0%	46.4%	44.3%	7.0%	100.0%

Bar Chart



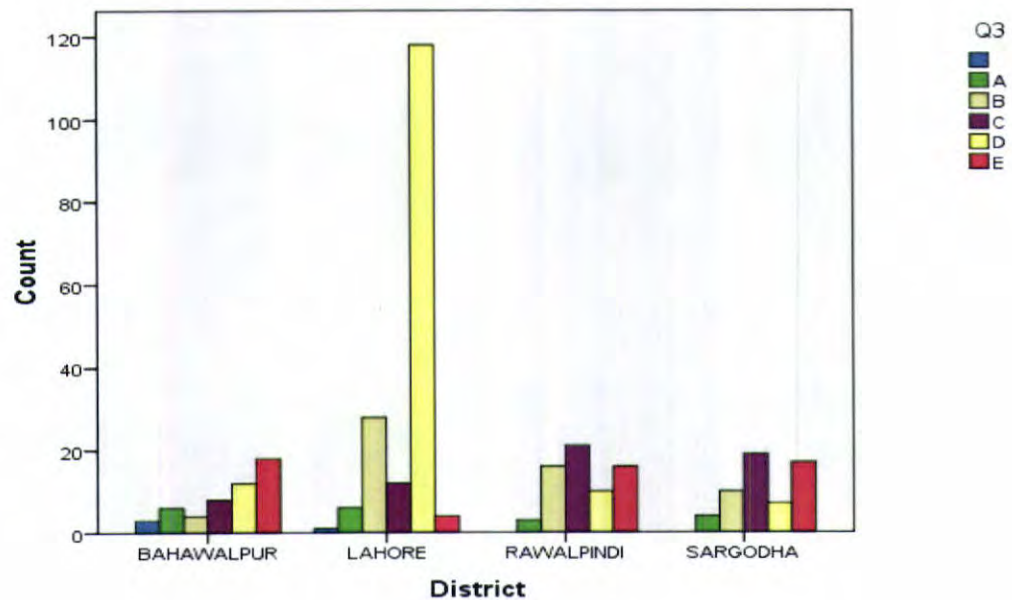
Q.3 Since how many years you are in Excise & Taxation Department?

- a. 1-2
- b. 2-6
- c. 6-10
- d. 10-20
- e. More than 20

District * Q3 Crosstabulation

District		Q3					Total	
		A	B	C	D	E		
BAHAWALPUR	Count	3	6	4	8	12	18	51
	% within District	5.9%	11.8%	7.8%	15.7%	23.5%	35.3%	100.0%
LAHORE	Count	1	6	28	12	118	4	169
	% within District	.6%	3.6%	16.6%	7.1%	69.8%	2.4%	100.0%
RAWALPINDI	Count	0	3	16	21	10	16	66
	% within District	.0%	4.5%	24.2%	31.8%	15.2%	24.2%	100.0%
SARGODHA	Count	0	4	10	19	7	17	57
	% within District	.0%	7.0%	17.5%	33.3%	12.3%	29.8%	100.0%
Total	Count	4	19	58	60	147	55	343
	% within District	1.2%	5.5%	16.9%	17.5%	42.9%	16.0%	100.0%

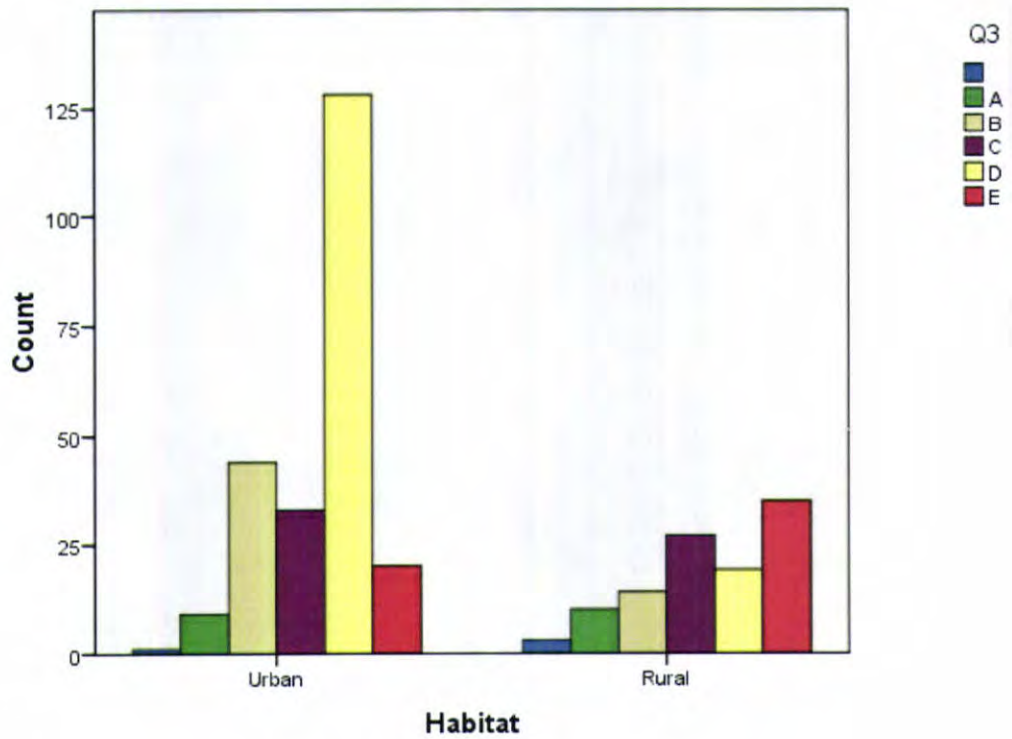
Bar Chart



Habitat * Q3 Crosstabulation

Habitat		Q3					Total	
			A	B	C	D		E
Urban	Count	1	9	44	33	128	20	235
	% within Habitat	.4%	3.8%	18.7%	14.0%	54.5%	8.5%	100.0%
Rural	Count	3	10	14	27	19	35	108
	% within Habitat	2.8%	9.3%	13.0%	25.0%	17.6%	32.4%	100.0%
Total	Count	4	19	58	60	147	55	343
	% within Habitat	1.2%	5.5%	16.9%	17.5%	42.9%	16.0%	100.0%

Bar Chart



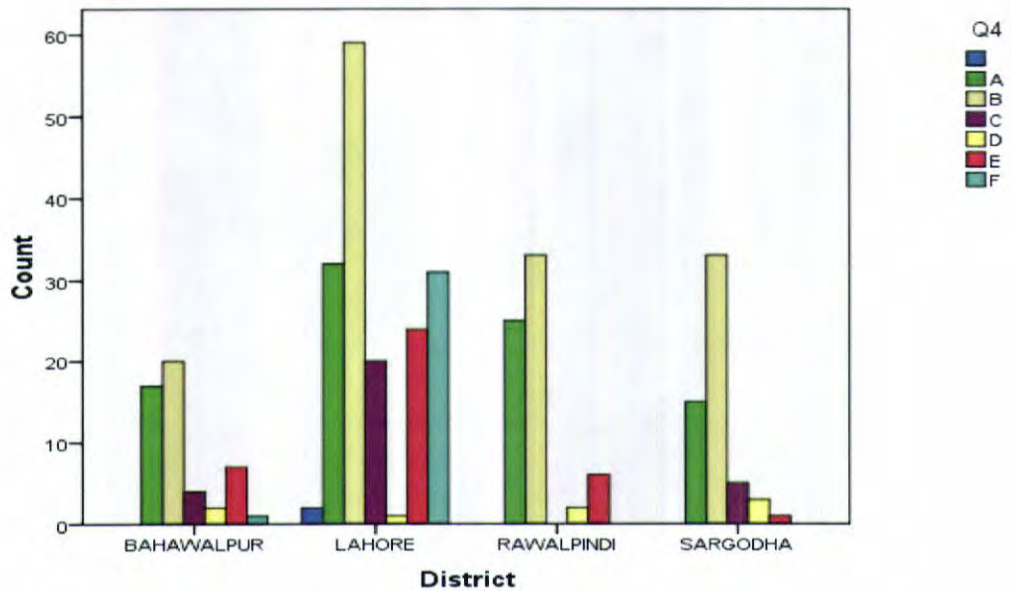
Q.4 You joined Excise & Taxation Department as?

- a. Constable
- b. Junior Clerk
- c. KPO/DEO
- d. Steno
- e. E&TI
- f. ETO

District * Q4 Crosstabulation

District		Q4						Total	
		A	B	C	D	E	F		
BAHAWALPUR	Count	0	17	20	4	2	7	1	51
	% within District	.0%	33.3%	39.2%	7.8%	3.9%	13.7%	2.0%	100.0%
LAHORE	Count	2	32	59	20	1	24	31	169
	% within District	1.2%	18.9%	34.9%	11.8%	.6%	14.2%	18.3%	100.0%
RAWALPINDI	Count	0	25	33	0	2	6	0	66
	% within District	.0%	37.9%	50.0%	.0%	3.0%	9.1%	.0%	100.0%
SARGODHA	Count	0	15	33	5	3	1	0	57
	% within District	.0%	26.3%	57.9%	8.8%	5.3%	1.8%	.0%	100.0%
Total	Count	2	89	145	29	8	38	32	343
	% within District	.6%	25.9%	42.3%	8.5%	2.3%	11.1%	9.3%	100.0%

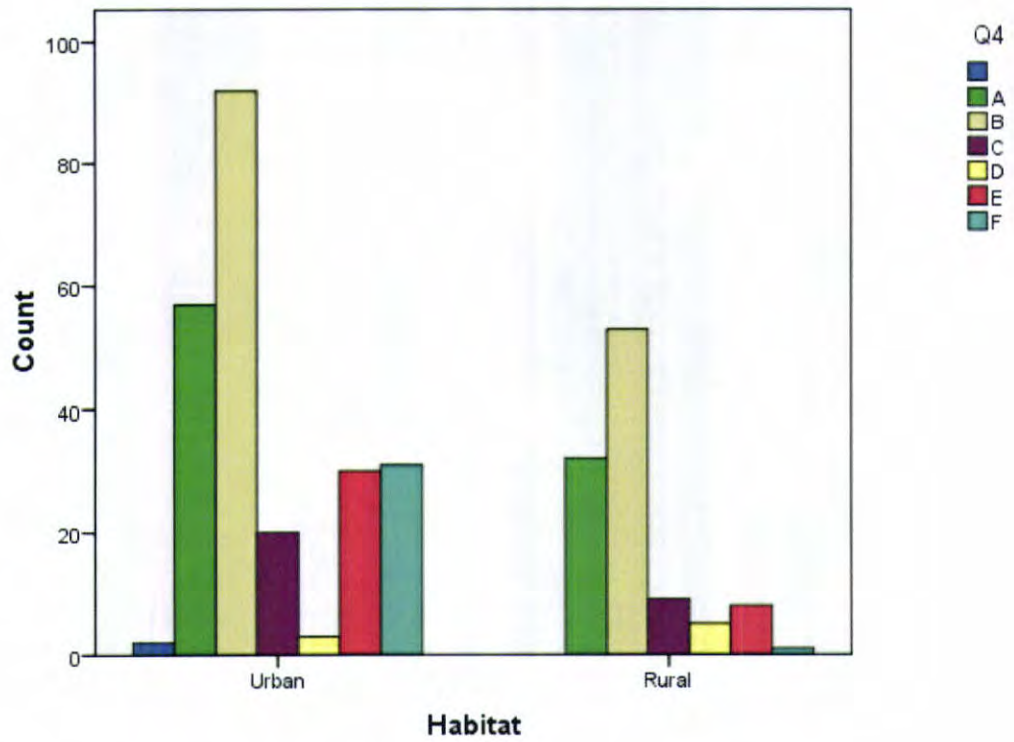
Bar Chart



Habitat * Q4 Crosstabulation

Habitat		Q4						Total	
			A	B	C	D	E		F
Urban	Count	2	57	92	20	3	30	31	235
	% within Habitat	.9%	24.3%	39.1%	8.5%	1.3%	12.8%	13.2%	100.0%
Rural	Count	0	32	53	9	5	8	1	108
	% within Habitat	.0%	29.6%	49.1%	8.3%	4.6%	7.4%	.9%	100.0%
Total	Count	2	89	145	29	8	38	32	343
	% within Habitat	.6%	25.9%	42.3%	8.5%	2.3%	11.1%	9.3%	100.0%

Bar Chart



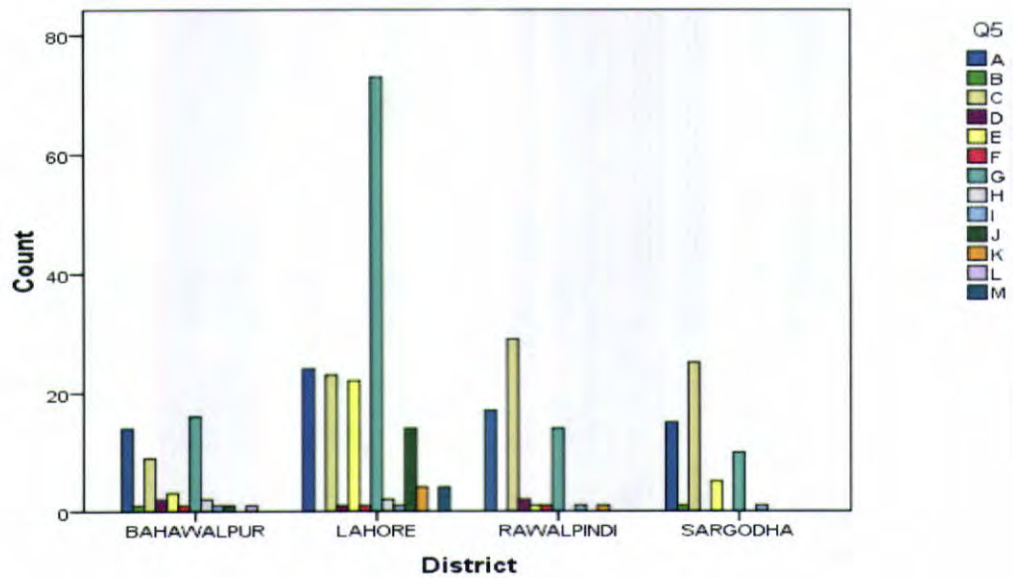
Q.5 What is your present designation?

- | | |
|-----------------|------------|
| a. Constable | g. E&TI |
| b. H/Constable | h. Asstt. |
| c. Junior Clerk | i. Suprtd. |
| d. Senior Clerk | j. AETO |
| e. KPO/DEO | k. ETO |
| f. Steno | l. Sr./ETO |

District * Q5 Crosstabulation

District	Q5													Total	
	A	B	C	D	E	F	G	H	I	J	K	L	M		
BAHAWALPUR	Count	14	1	9	2	3	1	16	2	1	1	0	1	0	51
	% within District	27.5%	2.0%	17.6%	3.9%	5.9%	2.0%	31.4%	3.9%	2.0%	2.0%	0%	2.0%	0%	100.0%
LAHORE	Count	24	0	23	1	22	1	73	2	1	14	4	0	4	169
	% within District	14.2%	0%	13.6%	6%	13.0%	6%	43.2%	1.2%	6%	8.3%	2.4%	0%	2.4%	100.0%
RAWALPINDI	Count	17	0	29	2	1	1	14	0	1	0	1	0	0	66
	% within District	25.8%	0%	43.9%	3.0%	1.5%	1.5%	21.2%	0%	1.5%	0%	1.5%	0%	0%	100.0%
SARGODHA	Count	15	1	25	0	5	0	10	0	1	0	0	0	0	57
	% within District	26.3%	1.8%	43.9%	0%	8.8%	0%	17.5%	0%	1.8%	0%	0%	0%	0%	100.0%
Total	Count	70	2	86	5	31	3	113	4	4	15	5	1	4	343
	% within District	20.4%	6%	25.1%	1.5%	9.0%	9%	32.9%	1.2%	1.2%	4.4%	1.5%	3%	1.2%	100.0%

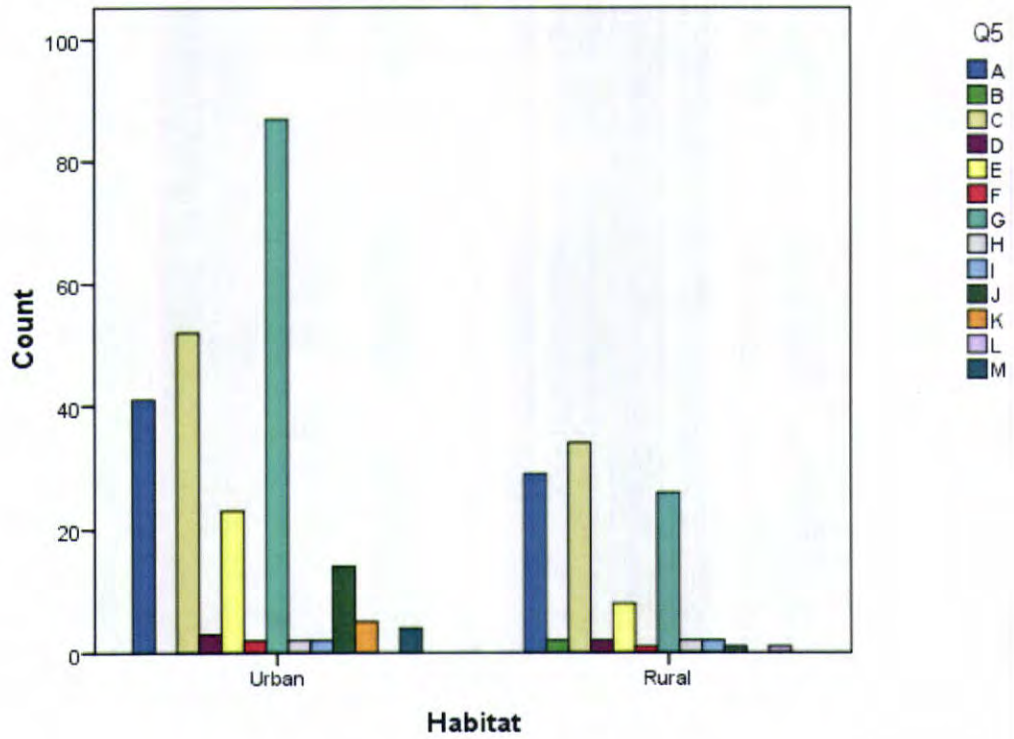
Bar Chart



Habitat * Q5 Crosstabulation

Habitat		Q5													Total
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Urban	Count	41	0	52	3	23	2	87	2	2	14	5	0	4	235
	% within Habitat	17.4%	0%	22.1%	1.3%	9.8%	.9%	37.0%	.9%	.9%	6.0%	2.1%	0%	1.7%	100.0%
Rural	Count	29	2	34	2	8	1	26	2	2	1	0	1	0	108
	% within Habitat	26.9%	1.9%	31.5%	1.9%	7.4%	.9%	24.1%	1.9%	1.9%	.9%	0%	.9%	0%	100.0%
Total	Count	70	2	86	5	31	3	113	4	4	15	5	1	4	343
	% within Habitat	20.4%	.6%	25.1%	1.5%	9.0%	.9%	32.9%	1.2%	1.2%	4.4%	1.5%	.3%	1.2%	100.0%

Bar Chart



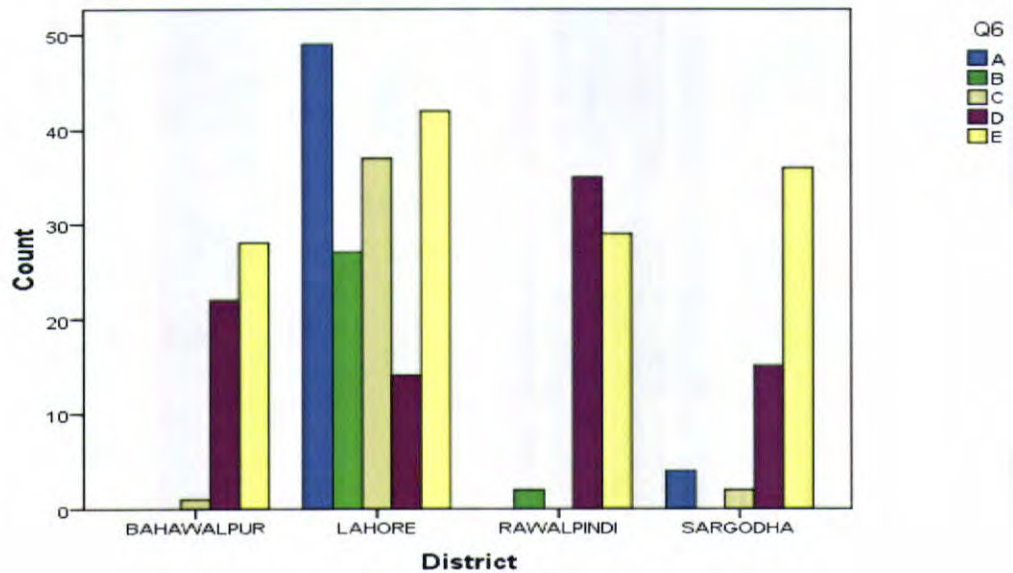
Q.6 What is your opinion about chances of promotion in Excise & Taxation Department?

- a. Very good
- b. Good
- c. Sufficient
- d. Insufficient
- e. Non-existent

District * Q6 Crosstabulation

District		Q6					Total
		A	B	C	D	E	
BAHAWALPUR	Count	0	0	1	22	28	51
	% within District	.0%	.0%	2.0%	43.1%	54.9%	100.0%
LAHORE	Count	49	27	37	14	42	169
	% within District	29.0%	16.0%	21.9%	8.3%	24.9%	100.0%
RAWALPINDI	Count	0	2	0	35	29	66
	% within District	.0%	3.0%	.0%	53.0%	43.9%	100.0%
SARGODHA	Count	4	0	2	15	36	57
	% within District	7.0%	.0%	3.5%	26.3%	63.2%	100.0%
Total	Count	53	29	40	86	135	343
	% within District	15.5%	8.5%	11.7%	25.1%	39.4%	100.0%

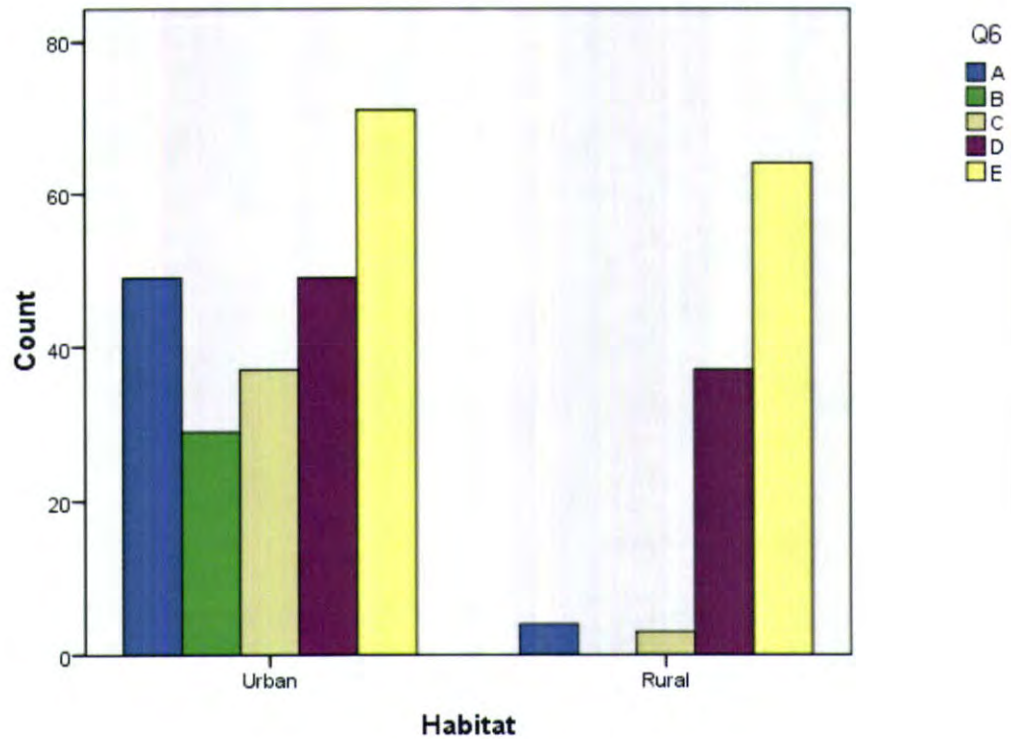
Bar Chart



Habitat * Q6 Crosstabulation

Habitat		Q6					Total
		A	B	C	D	E	
Urban	Count	49	29	37	49	71	235
	% within Habitat	20.9%	12.3%	15.7%	20.9%	30.2%	100.0%
Rural	Count	4	0	3	37	64	108
	% within Habitat	3.7%	.0%	2.8%	34.3%	59.3%	100.0%
Total	Count	53	29	40	86	135	343
	% within Habitat	15.5%	8.5%	11.7%	25.1%	39.4%	100.0%

Bar Chart



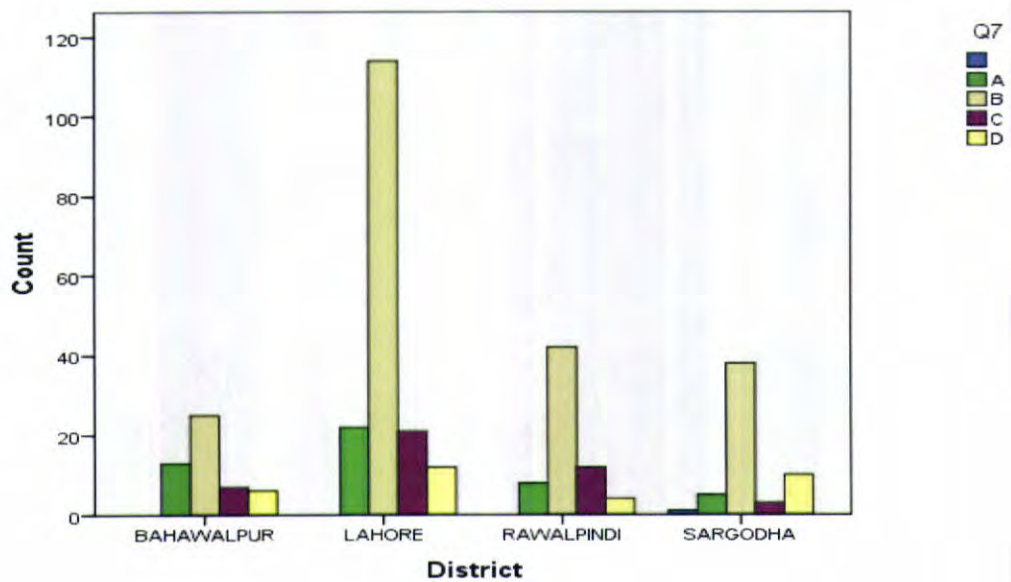
Q.7 Are you satisfied with your present job/assignment?

- a. Very satisfied
- b. Fairly satisfied
- c. Dissatisfied
- d. Not at all satisfied

District * Q7 Crosstabulation

District		Q7				Total	
		A	B	C	D		
BAHAWALPUR	Count	0	13	25	7	6	51
	% within District	.0%	25.5%	49.0%	13.7%	11.8%	100.0%
LAHORE	Count	0	22	114	21	12	169
	% within District	.0%	13.0%	67.5%	12.4%	7.1%	100.0%
RAWALPINDI	Count	0	8	42	12	4	66
	% within District	.0%	12.1%	63.6%	18.2%	6.1%	100.0%
SARGODHA	Count	1	5	38	3	10	57
	% within District	1.8%	8.8%	66.7%	5.3%	17.5%	100.0%
Total	Count	1	48	219	43	32	343
	% within District	.3%	14.0%	63.8%	12.5%	9.3%	100.0%

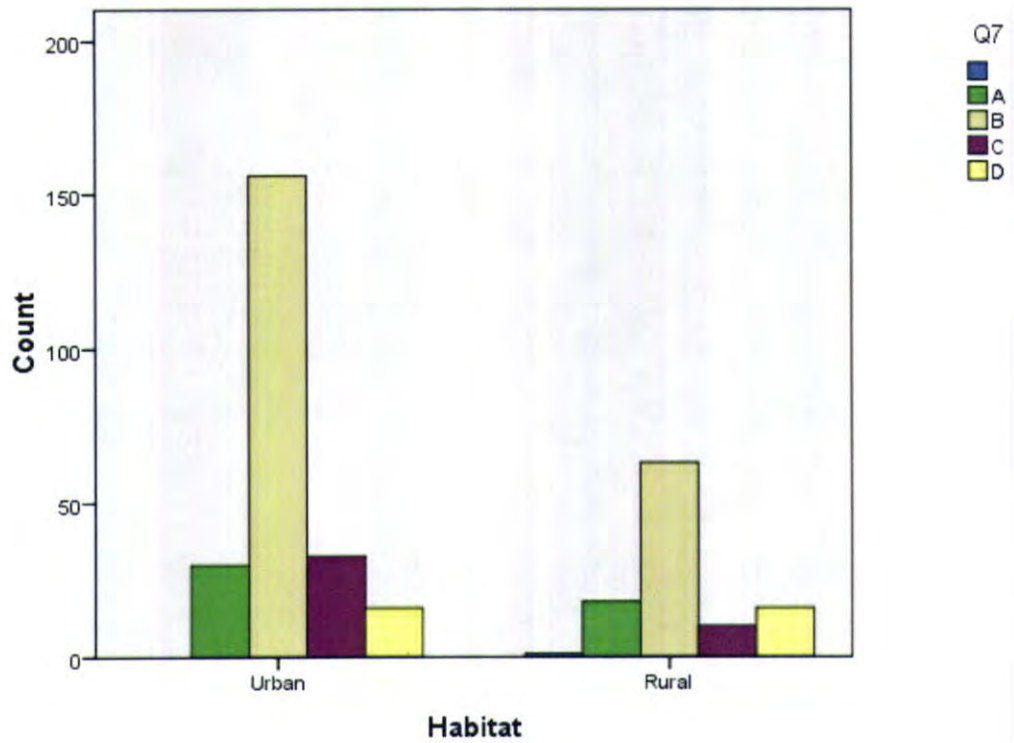
Bar Chart



Habitat * Q7 Crosstabulation

Habitat		Q7				Total	
			A	B	C		D
Urban	Count	0	30	156	33	16	235
	% within Habitat	.0%	12.8%	66.4%	14.0%	6.8%	100.0%
Rural	Count	1	18	63	10	16	108
	% within Habitat	.9%	16.7%	58.3%	9.3%	14.8%	100.0%
Total	Count	1	48	219	43	32	343
	% within Habitat	.3%	14.0%	63.8%	12.5%	9.3%	100.0%

Bar Chart



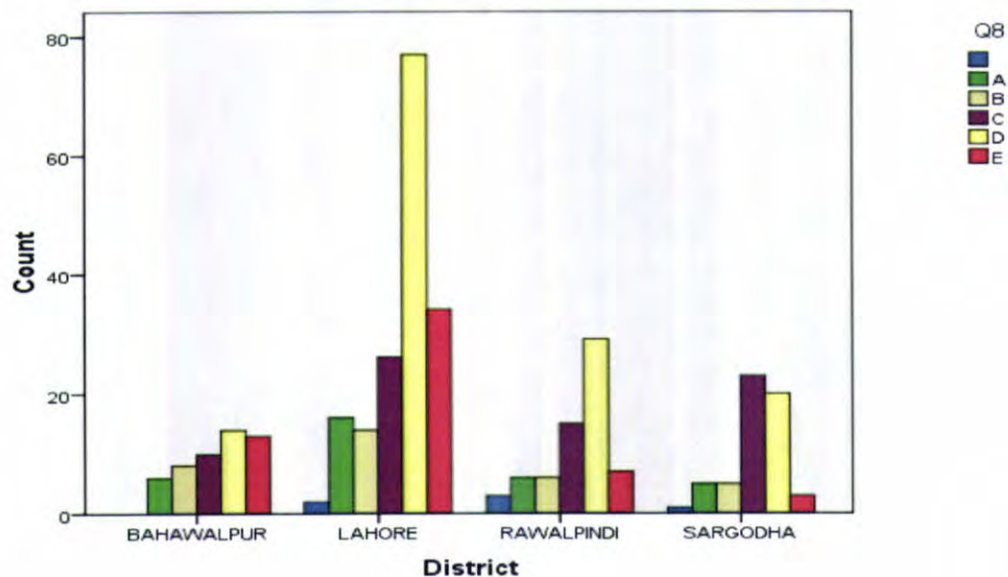
Q.8 How did you find the attitude of your colleagues?

- a. Helpful
- b. Cooperative
- c. Non-cooperative
- d. Jealous
- e. No concern

District * Q8 Crosstabulation

District		Q8					Total	
			A	B	C	D		E
BAHAWALPUR	Count	0	6	8	10	14	13	51
	% within District	.0%	11.8%	15.7%	19.6%	27.5%	25.5%	100.0%
LAHORE	Count	2	16	14	26	77	34	169
	% within District	1.2%	9.5%	8.3%	15.4%	45.6%	20.1%	100.0%
RAWALPINDI	Count	3	6	6	15	29	7	66
	% within District	4.5%	9.1%	9.1%	22.7%	43.9%	10.6%	100.0%
SARGODHA	Count	1	5	5	23	20	3	57
	% within District	1.8%	8.8%	8.8%	40.4%	35.1%	5.3%	100.0%
Total	Count	6	33	33	74	140	57	343
	% within District	1.7%	9.6%	9.6%	21.6%	40.8%	16.6%	100.0%

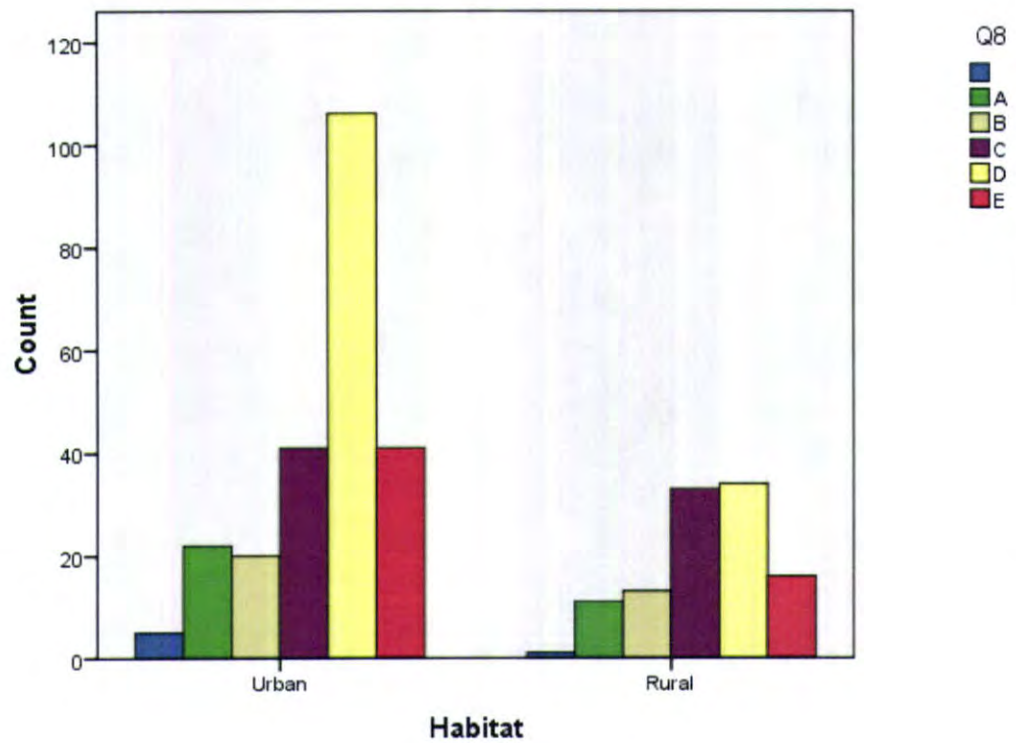
Bar Chart



Habitat * Q8 Crosstabulation

Habitat		Q8					Total	
			A	B	C	D		E
Urban	Count	5	22	20	41	106	41	235
	% within Habitat	2.1%	9.4%	8.5%	17.4%	45.1%	17.4%	100.0%
Rural	Count	1	11	13	33	34	16	108
	% within Habitat	.9%	10.2%	12.0%	30.6%	31.5%	14.8%	100.0%
Total	Count	6	33	33	74	140	57	343
	% within Habitat	1.7%	9.6%	9.6%	21.6%	40.8%	16.6%	100.0%

Bar Chart



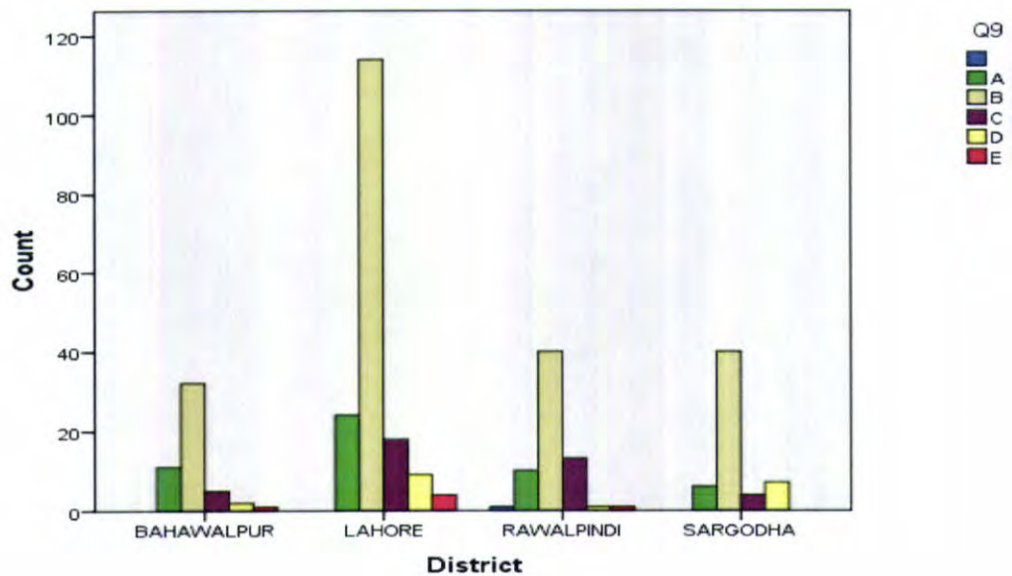
Q.9 What is your view about the work load assigned?

- a. Very light
- b. Light
- c. Moderate
- d. Overloaded
- e. Heavily loaded

District * Q9 Crosstabulation

District		Q9					Total	
		A	B	C	D	E		
BAHAWALPUR	Count	0	11	32	5	2	1	51
	% within District	.0%	21.6%	62.7%	9.8%	3.9%	2.0%	100.0%
LAHORE	Count	0	24	114	18	9	4	169
	% within District	.0%	14.2%	67.5%	10.7%	5.3%	2.4%	100.0%
RAWALPINDI	Count	1	10	40	13	1	1	66
	% within District	1.5%	15.2%	60.6%	19.7%	1.5%	1.5%	100.0%
SARGODHA	Count	0	6	40	4	7	0	57
	% within District	.0%	10.5%	70.2%	7.0%	12.3%	.0%	100.0%
Total	Count	1	51	226	40	19	6	343
	% within District	.3%	14.9%	65.9%	11.7%	5.5%	1.7%	100.0%

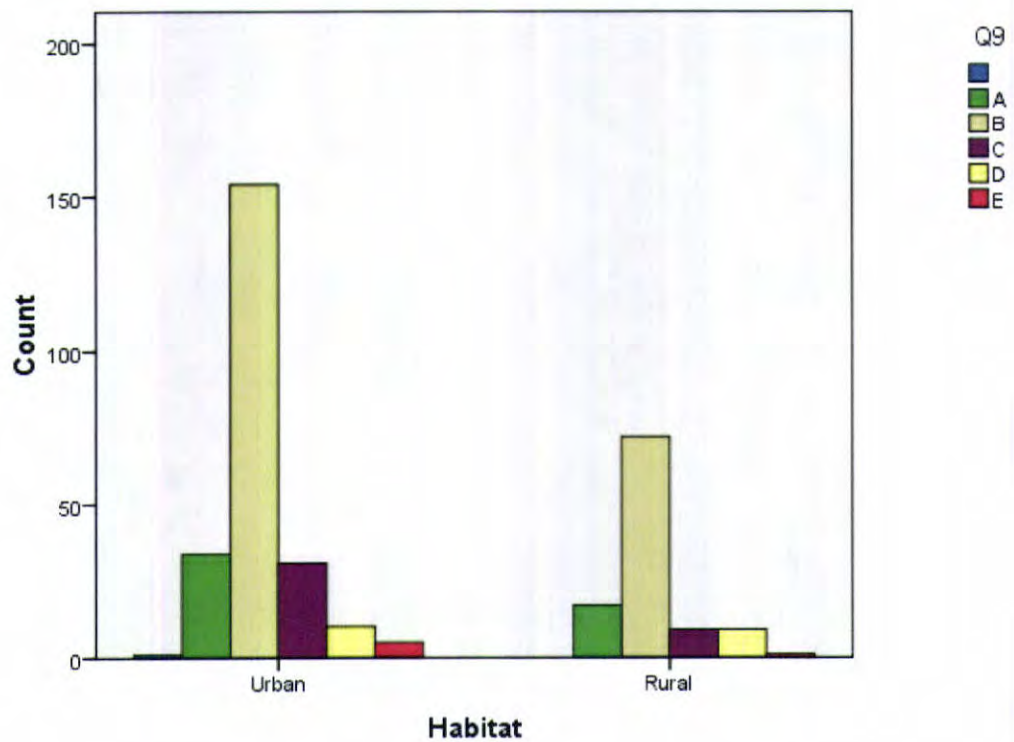
Bar Chart



Habitat * Q9 Crosstabulation

Habitat		Q9					Total	
			A	B	C	D		E
Urban	Count	1	34	154	31	10	5	235
	% within Habitat	.4%	14.5%	65.5%	13.2%	4.3%	2.1%	100.0%
Rural	Count	0	17	72	9	9	1	108
	% within Habitat	.0%	15.7%	66.7%	8.3%	8.3%	.9%	100.0%
Total	Count	1	51	226	40	19	6	343
	% within Habitat	.3%	14.9%	65.9%	11.7%	5.5%	1.7%	100.0%

Bar Chart



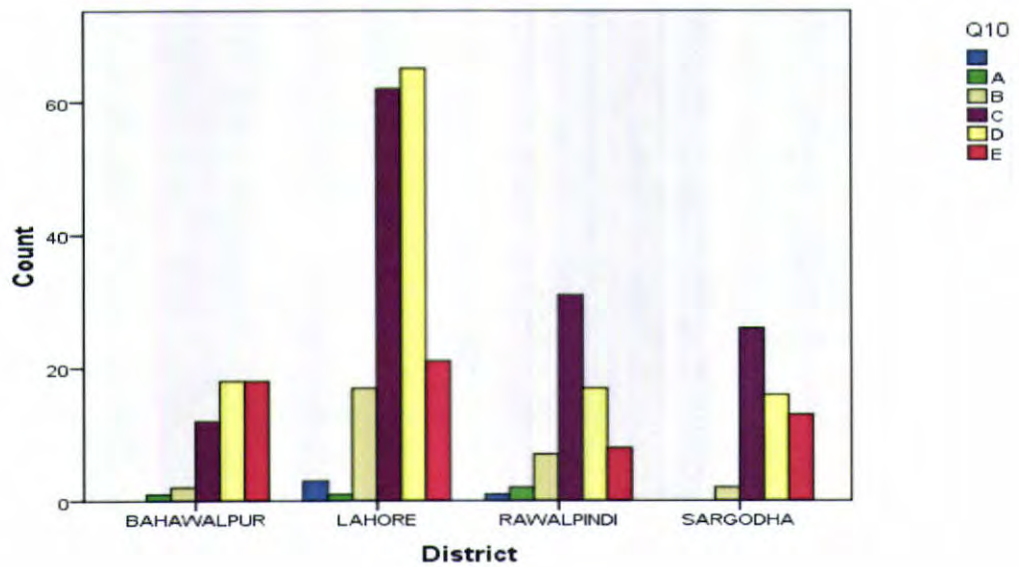
Q.10 If you work hard honestly & dedicatedly, what is the response of your officers?

- a. Very encouraging
- b. Encouraging
- c. No concern
- d. Discouraging
- e. Very discouraging

District * Q10 Crosstabulation

District		Q10					Total	
		A	B	C	D	E		
BAHAWALPUR	Count	0	1	2	12	18	18	51
	% within District	.0%	2.0%	3.9%	23.5%	35.3%	35.3%	100.0%
LAHORE	Count	3	1	17	62	65	21	169
	% within District	1.8%	.6%	10.1%	36.7%	38.5%	12.4%	100.0%
RAWALPINDI	Count	1	2	7	31	17	8	66
	% within District	1.5%	3.0%	10.6%	47.0%	25.8%	12.1%	100.0%
SARGODHA	Count	0	0	2	26	16	13	57
	% within District	.0%	.0%	3.5%	45.6%	28.1%	22.8%	100.0%
Total	Count	4	4	28	131	116	60	343
	% within District	1.2%	1.2%	8.2%	38.2%	33.8%	17.5%	100.0%

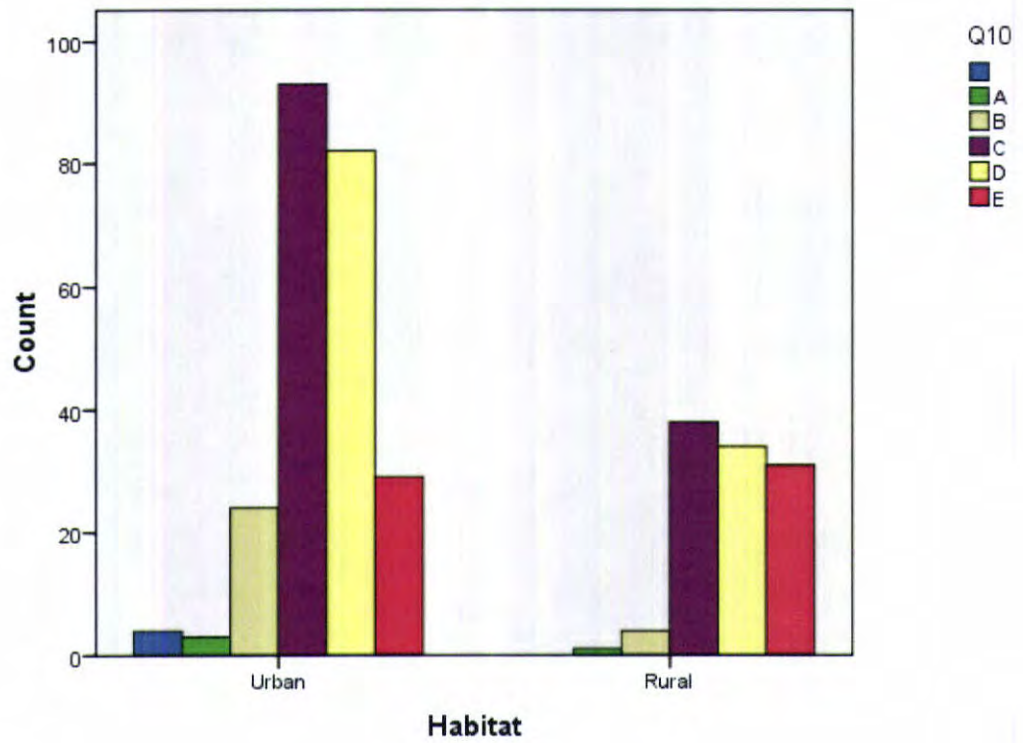
Bar Chart



Habitat * Q10 Crosstabulation

Habitat		Q10					Total	
			A	B	C	D		E
Urban	Count	4	3	24	93	82	29	235
	% within Habitat	1.7%	1.3%	10.2%	39.6%	34.9%	12.3%	100.0%
Rural	Count	0	1	4	38	34	31	108
	% within Habitat	.0%	.9%	3.7%	35.2%	31.5%	28.7%	100.0%
Total	Count	4	4	28	131	116	60	343
	% within Habitat	1.2%	1.2%	8.2%	38.2%	33.8%	17.5%	100.0%

Bar Chart



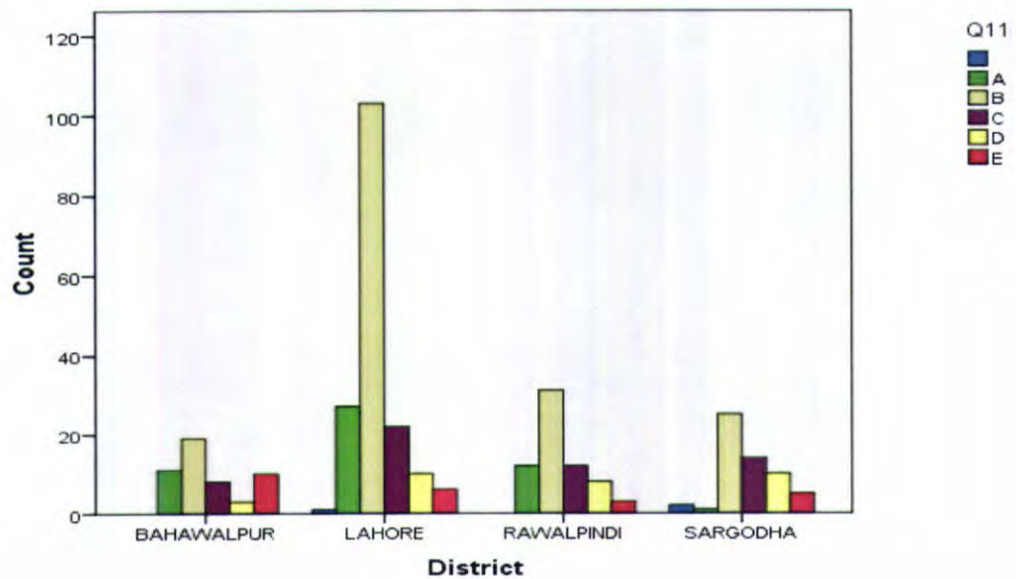
Q.11 In comparison to other departments, how do you rate Excise & Taxation Department?

- a. One of the best
- b. Good
- c. Average
- d. Below average
- e. One of the worst

District * Q11 Crosstabulation

District		Q11					Total	
		A	B	C	D	E		
BAHAWALPUR	Count	0	11	19	8	3	10	51
	% within District	.0%	21.6%	37.3%	15.7%	5.9%	19.6%	100.0%
LAHORE	Count	1	27	103	22	10	6	169
	% within District	.6%	16.0%	60.9%	13.0%	5.9%	3.6%	100.0%
RAWALPINDI	Count	0	12	31	12	8	3	66
	% within District	.0%	18.2%	47.0%	18.2%	12.1%	4.5%	100.0%
SARGODHA	Count	2	1	25	14	10	5	57
	% within District	3.5%	1.8%	43.9%	24.6%	17.5%	8.8%	100.0%
Total	Count	3	51	178	56	31	24	343
	% within District	.9%	14.9%	51.9%	16.3%	9.0%	7.0%	100.0%

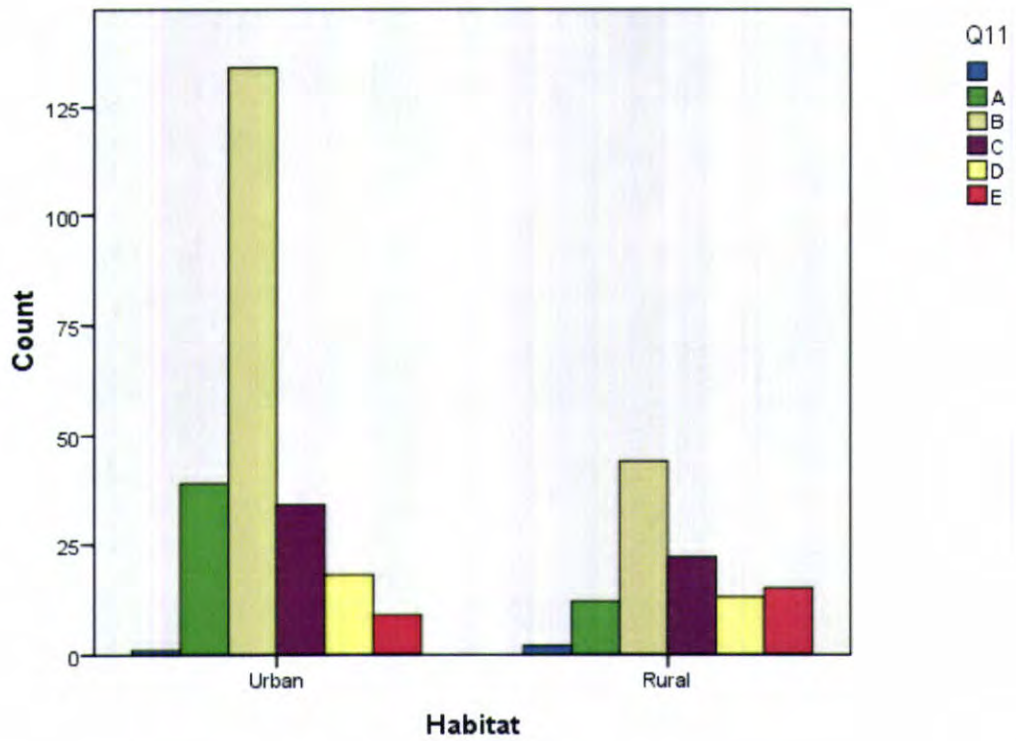
Bar Chart



Habitat * Q11 Crosstabulation

Habitat		Q11					Total	
			A	B	C	D		E
Urban	Count	1	39	134	34	18	9	235
	% within Habitat	.4%	16.6%	57.0%	14.5%	7.7%	3.8%	100.0%
Rural	Count	2	12	44	22	13	15	108
	% within Habitat	1.9%	11.1%	40.7%	20.4%	12.0%	13.9%	100.0%
Total	Count	3	51	178	56	31	24	343
	% within Habitat	.9%	14.9%	51.9%	16.3%	9.0%	7.0%	100.0%

Bar Chart



Q.12 What are your views about your immediate boss?

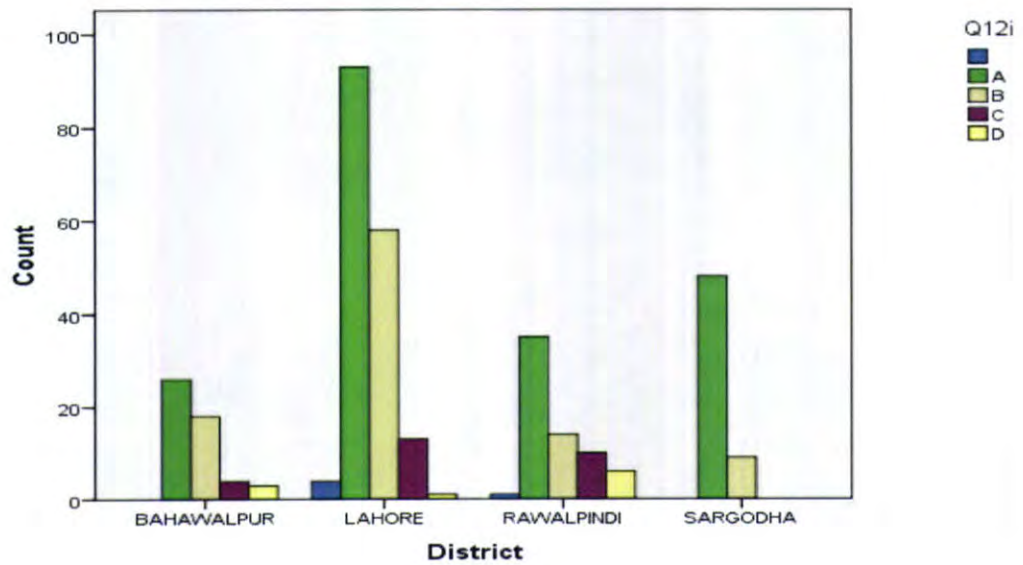
Q.12i. Approachable.

- a. Always
- b. Usually
- c. Rarely
- d. Never

District * Q12i Crosstabulation

District		Q12i				Total	
			A	B	C		D
BAHAWALPUR	Count	0	26	18	4	3	51
	% within District	.0%	51.0%	35.3%	7.8%	5.9%	100.0%
LAHORE	Count	4	93	58	13	1	169
	% within District	2.4%	55.0%	34.3%	7.7%	.6%	100.0%
RAWALPINDI	Count	1	35	14	10	6	66
	% within District	1.5%	53.0%	21.2%	15.2%	9.1%	100.0%
SARGODHA	Count	0	48	9	0	0	57
	% within District	.0%	84.2%	15.8%	.0%	.0%	100.0%
Total	Count	5	202	99	27	10	343
	% within District	1.5%	58.9%	28.9%	7.9%	2.9%	100.0%

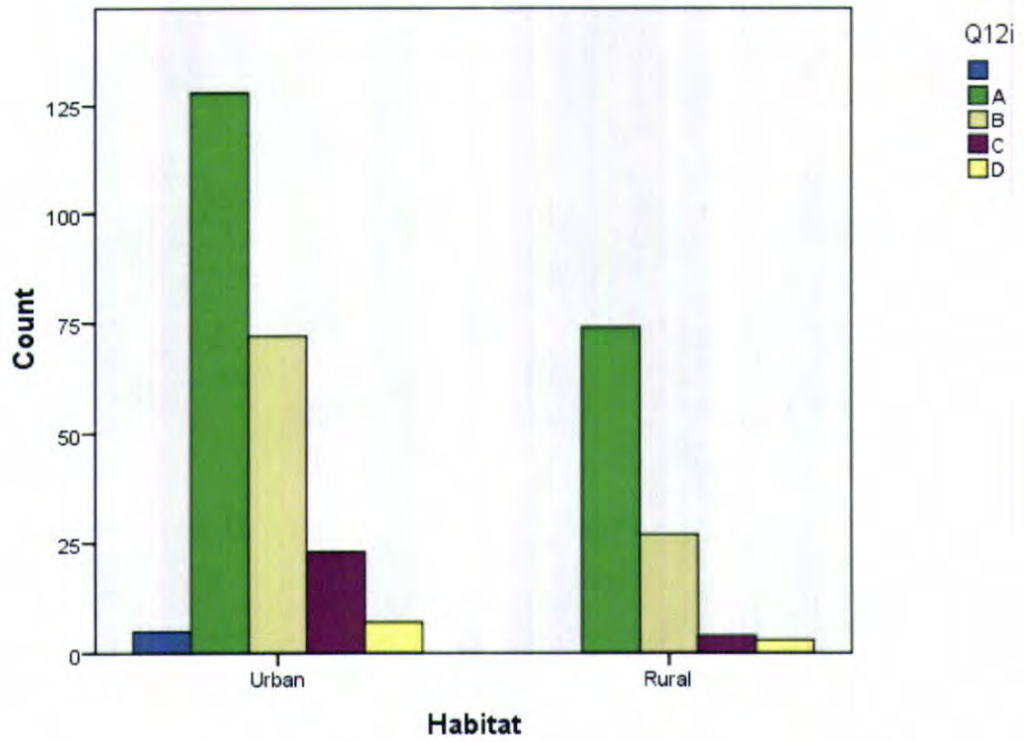
Bar Chart



Habitat * Q12i Crosstabulation

Habitat		Q12i				Total	
			A	B	C		D
Urban	Count	5	128	72	23	7	235
	% within Habitat	2.1%	54.5%	30.6%	9.8%	3.0%	100.0%
Rural	Count	0	74	27	4	3	108
	% within Habitat	.0%	68.5%	25.0%	3.7%	2.8%	100.0%
Total	Count	5	202	99	27	10	343
	% within Habitat	1.5%	58.9%	28.9%	7.9%	2.9%	100.0%

Bar Chart



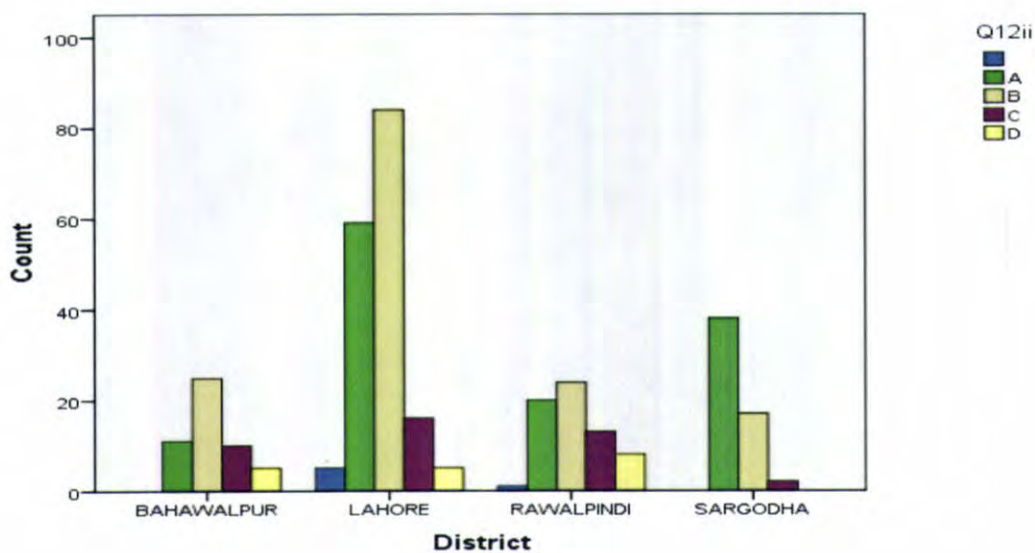
Q.12ii Make clear decisions.

- a. Always
- b. Usually
- c. Rarely
- d. Never

District * Q12ii Crosstabulation

District		Q12ii				Total	
			A	B	C		D
BAHAWALPUR	Count	0	11	25	10	5	51
	% within District	.0%	21.6%	49.0%	19.6%	9.8%	100.0%
LAHORE	Count	5	59	84	16	5	169
	% within District	3.0%	34.9%	49.7%	9.5%	3.0%	100.0%
RAWALPINDI	Count	1	20	24	13	8	66
	% within District	1.5%	30.3%	36.4%	19.7%	12.1%	100.0%
SARGODHA	Count	0	38	17	2	0	57
	% within District	.0%	66.7%	29.8%	3.5%	.0%	100.0%
Total	Count	6	128	150	41	18	343
	% within District	1.7%	37.3%	43.7%	12.0%	5.2%	100.0%

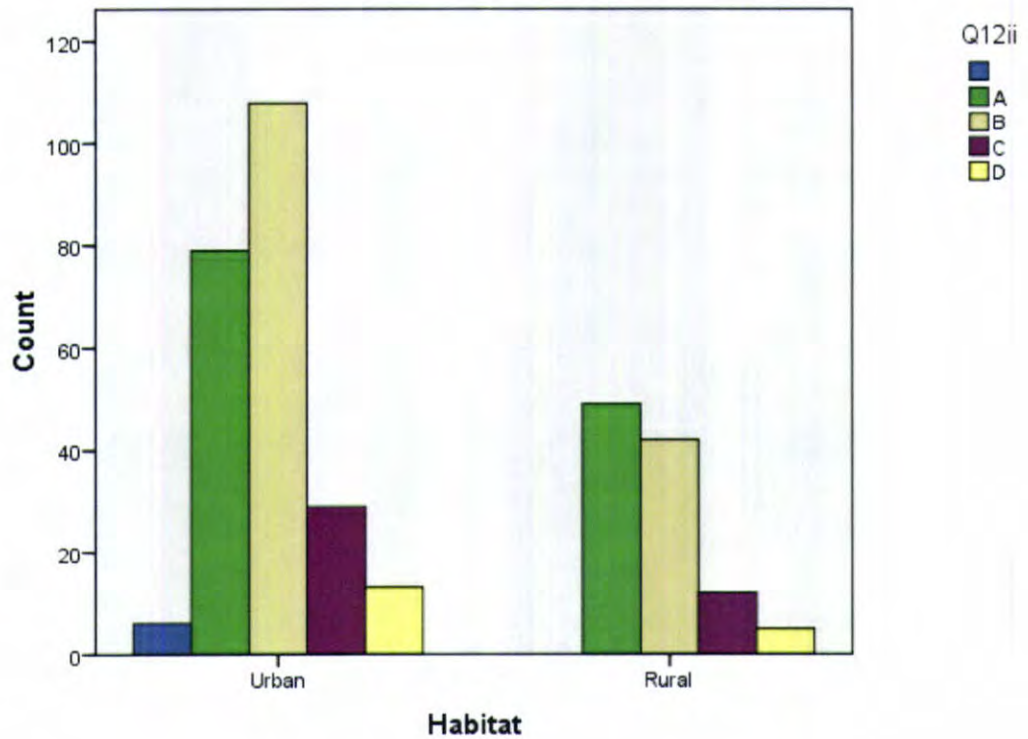
Bar Chart



Habitat * Q12ii Crosstabulation

Habitat		Q12ii				Total	
			A	B	C		D
Urban	Count	6	79	108	29	13	235
	% within Habitat	2.6%	33.6%	46.0%	12.3%	5.5%	100.0%
Rural	Count	0	49	42	12	5	108
	% within Habitat	.0%	45.4%	38.9%	11.1%	4.6%	100.0%
Total	Count	6	128	150	41	18	343
	% within Habitat	1.7%	37.3%	43.7%	12.0%	5.2%	100.0%

Bar Chart



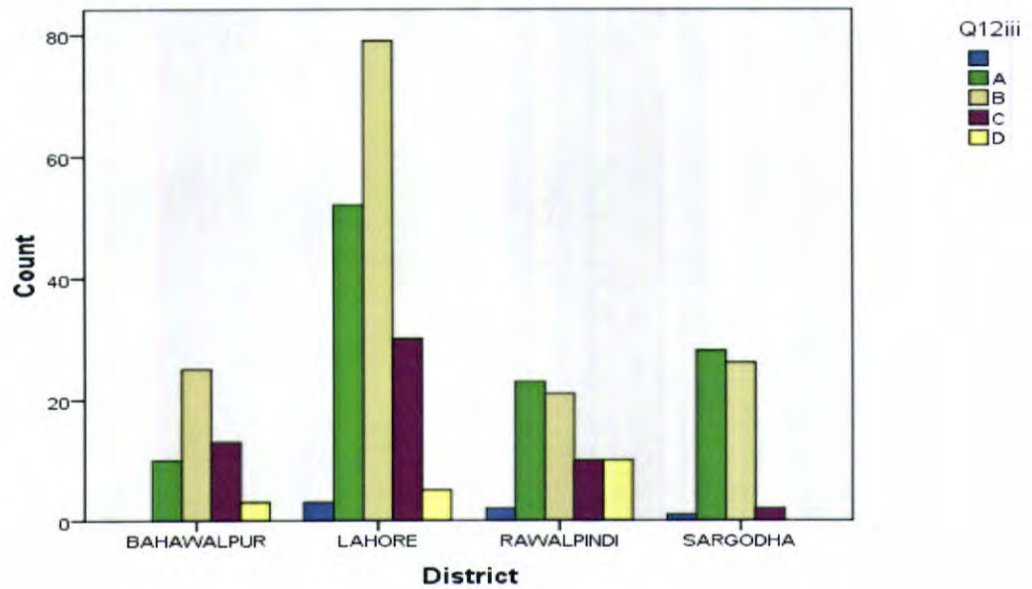
Q.12iii Makes decision quickly

- a. Always
- b. Usually
- c. Rarely
- d. Never

District * Q12iii Crosstabulation

District		Q12iii				Total	
		A	B	C	D		
BAHAWALPUR	Count	0	10	25	13	3	51
	% within District	.0%	19.6%	49.0%	25.5%	5.9%	100.0%
LAHORE	Count	3	52	79	30	5	169
	% within District	1.8%	30.8%	46.7%	17.8%	3.0%	100.0%
RAWALPINDI	Count	2	23	21	10	10	66
	% within District	3.0%	34.8%	31.8%	15.2%	15.2%	100.0%
SARGODHA	Count	1	28	26	2	0	57
	% within District	1.8%	49.1%	45.6%	3.5%	.0%	100.0%
Total	Count	6	113	151	55	18	343
	% within District	1.7%	32.9%	44.0%	16.0%	5.2%	100.0%

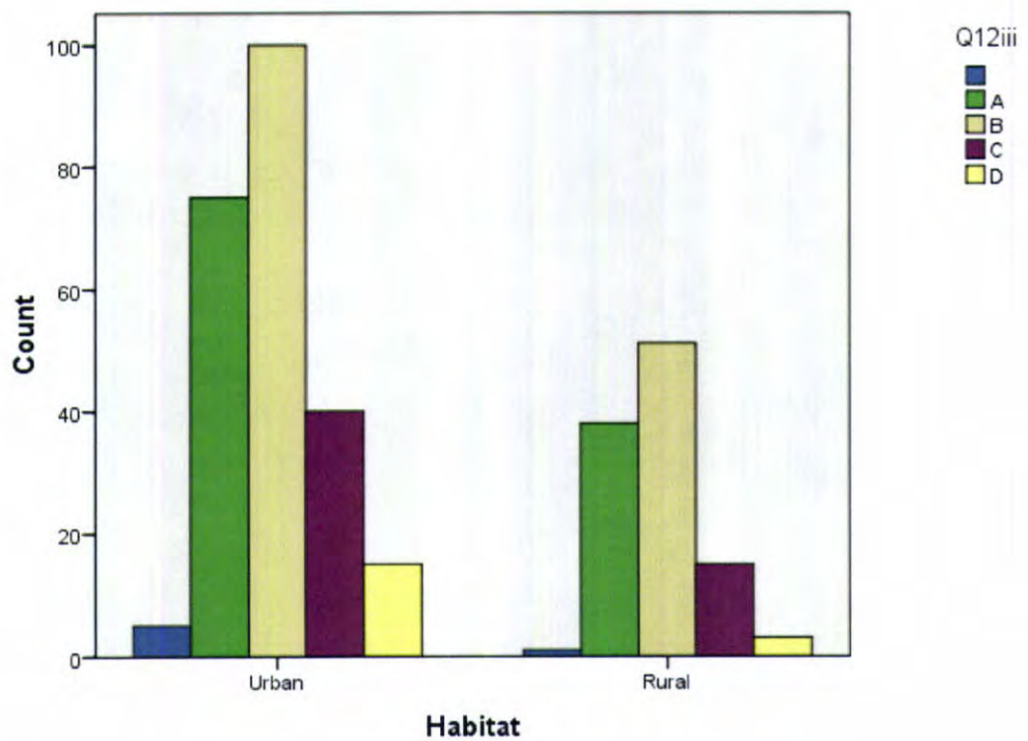
Bar Chart



Habitat * Q12iii Crosstabulation

Habitat		Q12iii				Total	
			A	B	C		D
Urban	Count	5	75	100	40	15	235
	% within Habitat	2.1%	31.9%	42.6%	17.0%	6.4%	100.0%
Rural	Count	1	38	51	15	3	108
	% within Habitat	.9%	35.2%	47.2%	13.9%	2.8%	100.0%
Total	Count	6	113	151	55	18	343
	% within Habitat	1.7%	32.9%	44.0%	16.0%	5.2%	100.0%

Bar Chart



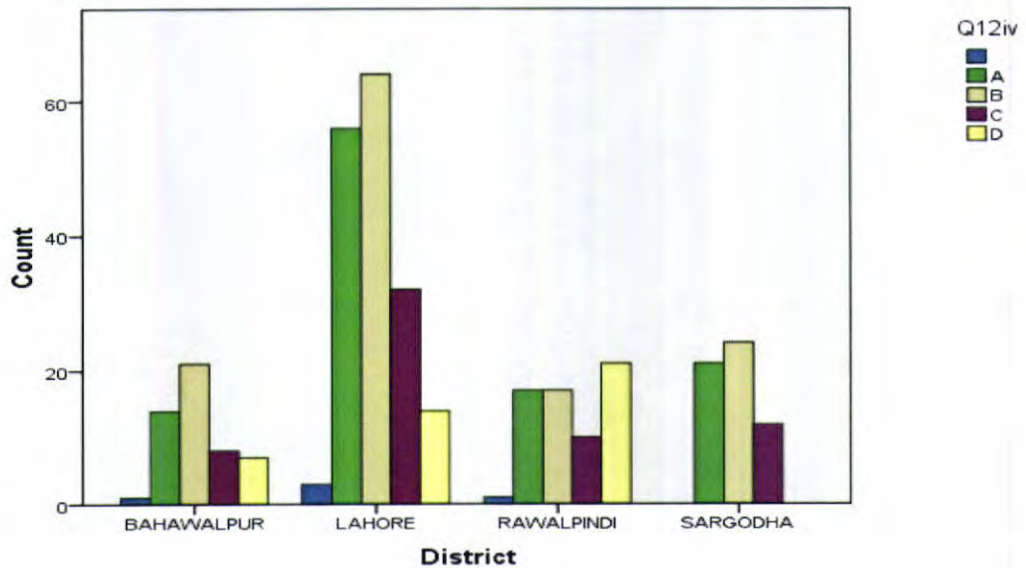
Q.12iv Consult me on matters where I can contribute.

- a. Always
- b. Usually
- c. Rarely
- d. Never

District * Q12iv Crosstabulation

District		Q12iv				Total	
		A	B	C	D		
BAHAWALPUR	Count	1	14	21	8	7	51
	% within District	2.0%	27.5%	41.2%	15.7%	13.7%	100.0%
LAHORE	Count	3	56	64	32	14	169
	% within District	1.8%	33.1%	37.9%	18.9%	8.3%	100.0%
RAWALPINDI	Count	1	17	17	10	21	66
	% within District	1.5%	25.8%	25.8%	15.2%	31.8%	100.0%
SARGODHA	Count	0	21	24	12	0	57
	% within District	.0%	36.8%	42.1%	21.1%	.0%	100.0%
Total	Count	5	108	126	62	42	343
	% within District	1.5%	31.5%	36.7%	18.1%	12.2%	100.0%

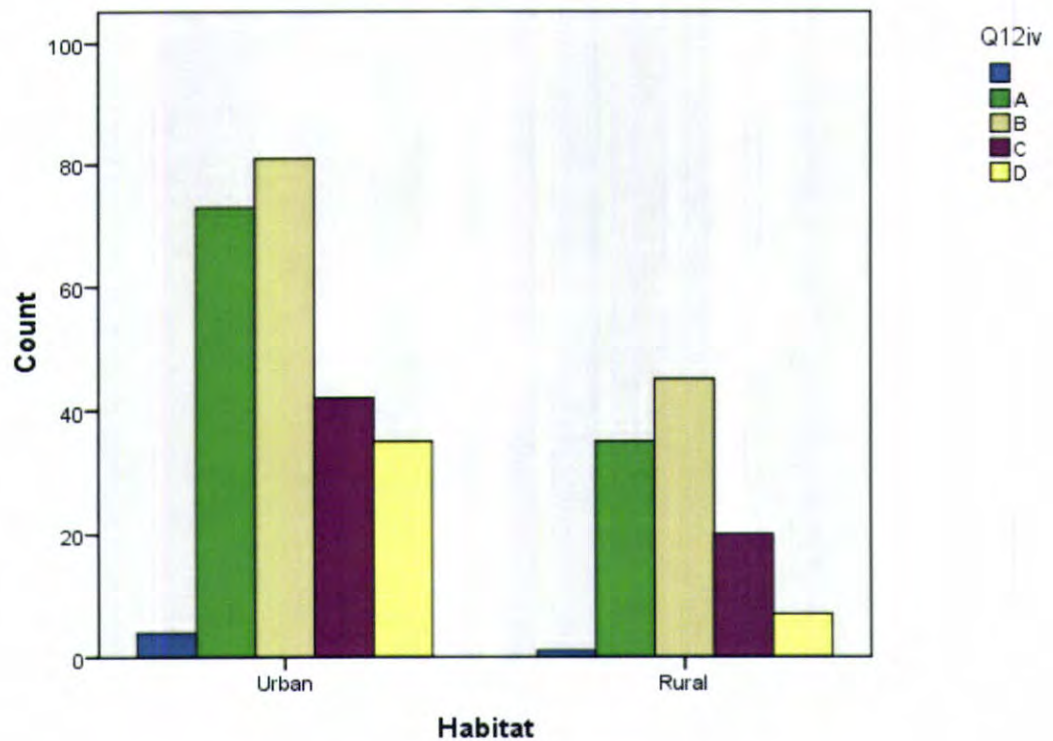
Bar Chart



Habitat * Q12iv Crosstabulation

Habitat		Q12iv				Total	
			A	B	C		D
Urban	Count	4	73	81	42	35	235
	% within Habitat	1.7%	31.1%	34.5%	17.9%	14.9%	100.0%
Rural	Count	1	35	45	20	7	108
	% within Habitat	.9%	32.4%	41.7%	18.5%	6.5%	100.0%
Total	Count	5	108	126	62	42	343
	% within Habitat	1.5%	31.5%	36.7%	18.1%	12.2%	100.0%

Bar Chart



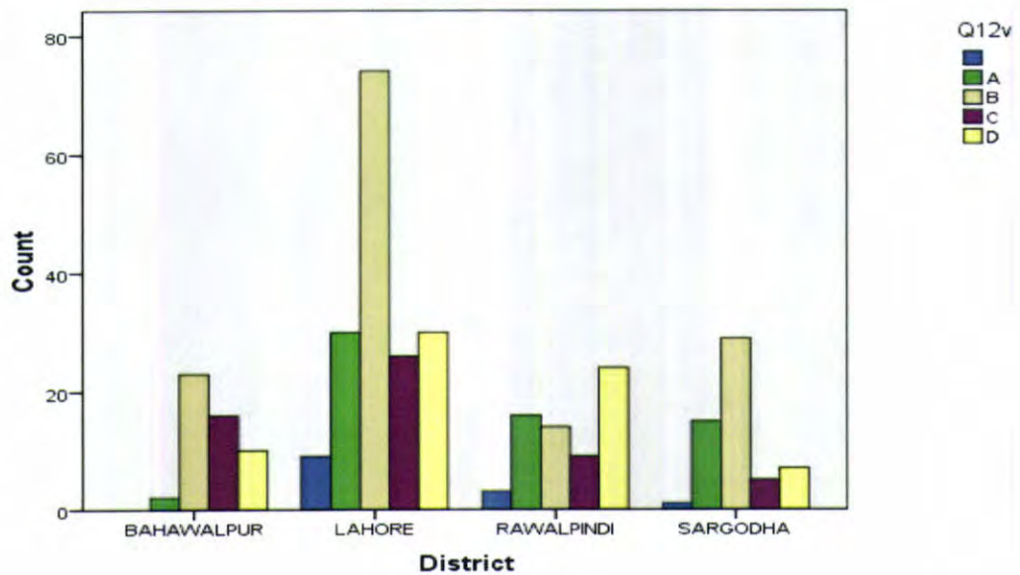
Q.12v Consider my suggestions for implementation

- a. Always
- b. Usually
- c. Rarely
- d. Never

District * Q12v Crosstabulation

District		Q12v				Total	
			A	B	C		D
BAHAWALPUR	Count	0	2	23	16	10	51
	% within District	.0%	3.9%	45.1%	31.4%	19.6%	100.0%
LAHORE	Count	9	30	74	26	30	169
	% within District	5.3%	17.8%	43.8%	15.4%	17.8%	100.0%
RAWALPINDI	Count	3	16	14	9	24	66
	% within District	4.5%	24.2%	21.2%	13.6%	36.4%	100.0%
SARGODHA	Count	1	15	29	5	7	57
	% within District	1.8%	26.3%	50.9%	8.8%	12.3%	100.0%
Total	Count	13	63	140	56	71	343
	% within District	3.8%	18.4%	40.8%	16.3%	20.7%	100.0%

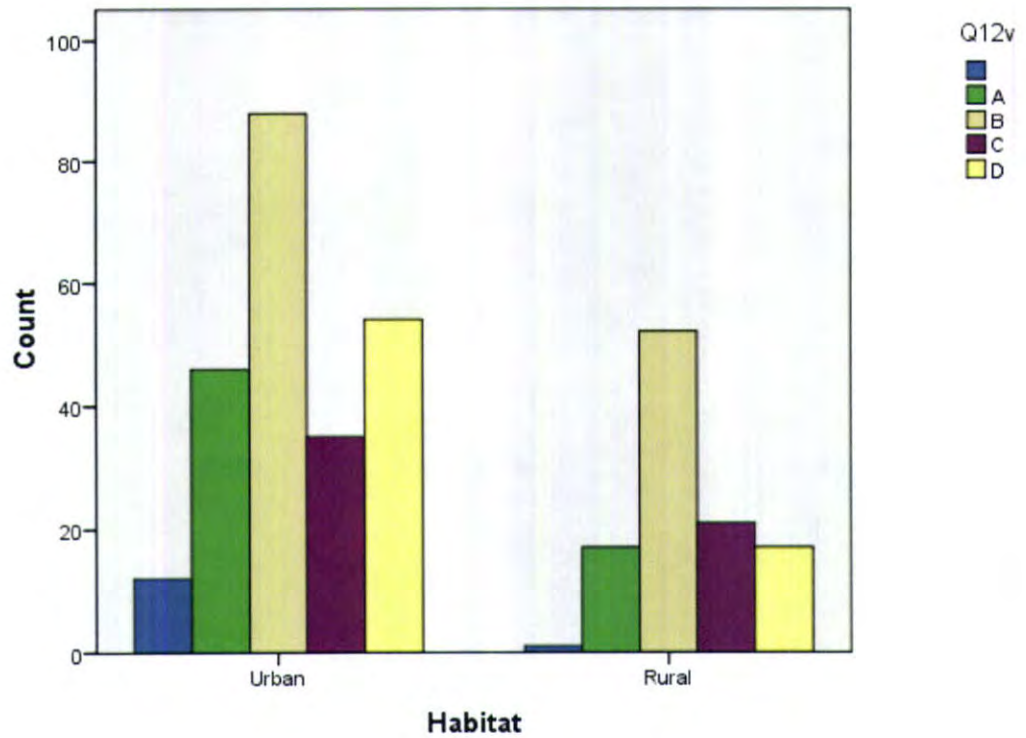
Bar Chart



Habitat * Q12v Crosstabulation

Habitat		Q12v				Total	
			A	B	C		D
Urban	Count	12	46	88	35	54	235
	% within Habitat	5.1%	19.6%	37.4%	14.9%	23.0%	100.0%
Rural	Count	1	17	52	21	17	108
	% within Habitat	.9%	15.7%	48.1%	19.4%	15.7%	100.0%
Total	Count	13	63	140	56	71	343
	% within Habitat	3.8%	18.4%	40.8%	16.3%	20.7%	100.0%

Bar Chart



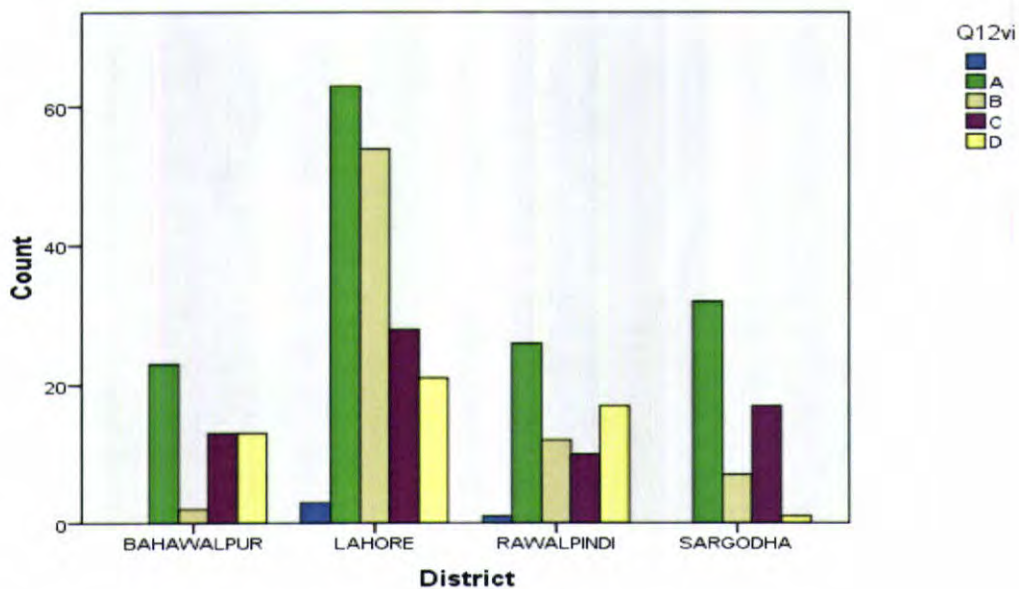
Q.12vi Give me credit if I have done good job.

- a. Always
- b. Usually
- c. Rarely
- d. Never

District * Q12vi Crosstabulation

District		Q12vi				Total	
		A	B	C	D		
BAHAWALPUR	Count	0	23	2	13	13	51
	% within District	.0%	45.1%	3.9%	25.5%	25.5%	100.0%
LAHORE	Count	3	63	54	28	21	169
	% within District	1.8%	37.3%	32.0%	16.6%	12.4%	100.0%
RAWALPINDI	Count	1	26	12	10	17	66
	% within District	1.5%	39.4%	18.2%	15.2%	25.8%	100.0%
SARGODHA	Count	0	32	7	17	1	57
	% within District	.0%	56.1%	12.3%	29.8%	1.8%	100.0%
Total	Count	4	144	75	68	52	343
	% within District	1.2%	42.0%	21.9%	19.8%	15.2%	100.0%

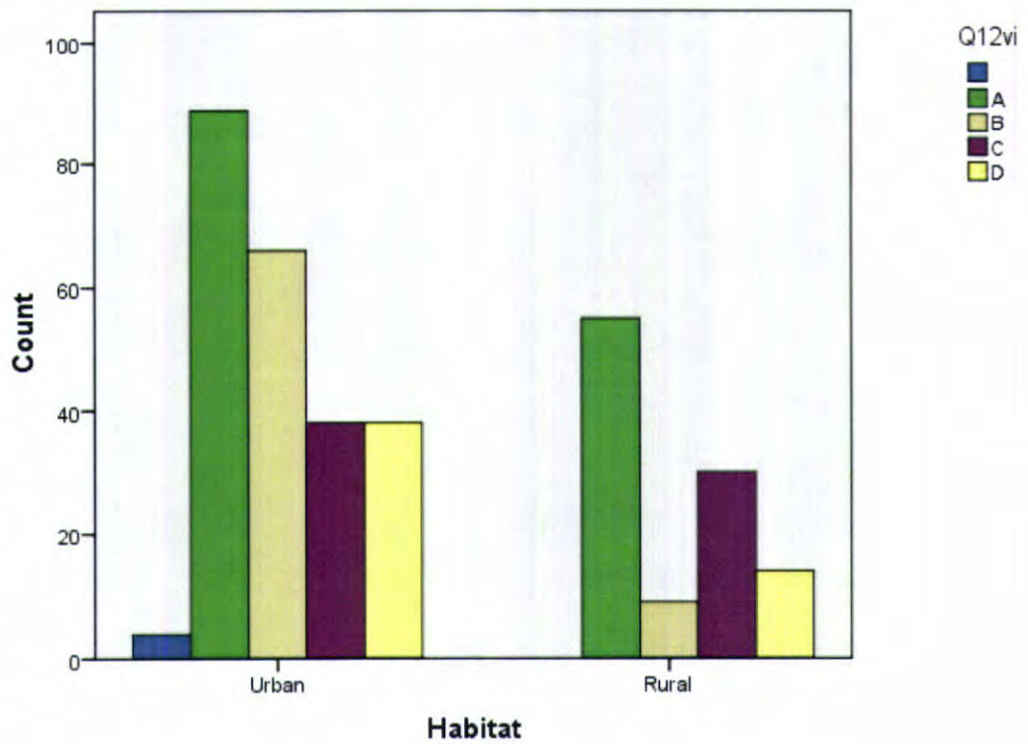
Bar Chart



Habitat * Q12vi Crosstabulation

Habitat		Q12vi				Total	
			A	B	C		D
Urban	Count	4	89	66	38	38	235
	% within Habitat	1.7%	37.9%	28.1%	16.2%	16.2%	100.0%
Rural	Count	0	55	9	30	14	108
	% within Habitat	.0%	50.9%	8.3%	27.8%	13.0%	100.0%
Total	Count	4	144	75	68	52	343
	% within Habitat	1.2%	42.0%	21.9%	19.8%	15.2%	100.0%

Bar Chart



Q.12vii Give me feedback on how I am doing.

- a. Always
- b. Usually
- c. Rarely
- d. Never

District * Q12vii Crosstabulation

District		Q12vii				Total	
			A	B	C		D
BAHAWALPUR	Count	0	12	22	15	2	51
	% within District	.0%	23.5%	43.1%	29.4%	3.9%	100.0%
LAHORE	Count	4	47	68	38	12	169
	% within District	2.4%	27.8%	40.2%	22.5%	7.1%	100.0%
RAWALPINDI	Count	1	17	19	6	23	66
	% within District	1.5%	25.8%	28.8%	9.1%	34.8%	100.0%
SARGODHA	Count	0	24	21	6	6	57
	% within District	.0%	42.1%	36.8%	10.5%	10.5%	100.0%
Total	Count	5	100	130	65	43	343
	% within District	1.5%	29.2%	37.9%	19.0%	12.5%	100.0%

Bar Chart

