ANNEXURE – II

QUESTIONNAIRE

1. What made you to join the bank? Please choose one or more from the following factors and rank them in the order of your priority.

   a) Banking was a better career/profession as compared to others.
   b) It was a mere accident that I joined the bank.
   c) Bank job gives better salary, better working conditions, better scope for promotions etc.
   d) Just to earn my livelihood
   e) It is a convenient and easy job - more facilities, less working hours, more holidays etc.
   f) It is a respectable job having status in the society
   g) To get myself occupied and get rid of unemployment
   h) I had admiration and love for the bank officer's job
   i) I was destined to join the bank
   k) Any other (please specify)

2. During the major part of the banking service, did you work as an Officer, Manager or Executive?

   a) Officer      b) Manager      c) Executive

3. Are you happy with the recruitment/seLECTION procedure (BSRB) adopted by the banks at the present?

   a) Very happy   b) Happy        c) Not sure
   d) Unhappy      e) Very unhappy

4. Do you agree that instead of BSRB, if the individual banks are allowed to recruit officers directly, the officers so recruited will be more loyal and committed to the bank?

   a) Strongly agree b) Agree        c) Not sure
   d) Disagree      e) Strongly disagree

5. Did you have induction or orientation training at the time of joining or immediately after joining the bank?

   a) Yes          b) No
6. Do you think that the HRD / Personnel department in the bank has been managed or handled professionally? Please indicate the level of professionalism in the bank.
   a) Highly professional  
   b) Professional  
   c) Not known  
   d) Not professional / Adhoc  
   e) Not at all professional / Highly Adhoc

7. Do you agree that in the present day competition of survival of the fittest, every area of banking has to be managed professionally?
   a) Yes  
   b) No

8. Do you agree that in order to have true professionalism, young and dynamic management graduates or specialists from renowned management institutes are to be recruited for the key departments?
   a) Strongly agree  
   b) Agree  
   c) Not sure  
   d) Disagree  
   e) Strongly disagree

9. Do you agree that dynamic career path is a must in order to retain the outstanding and highly promising officers / employees?
   a) Strongly agree  
   b) Agree  
   c) Not sure  
   d) Disagree  
   e) Strongly disagree

10. Do you think that the bank is having a dynamic career path?
    a) Yes  
    b) No

11. How do you rate the performance of HRD/Personnel department of the bank?
    a) Very good  
    b) Good  
    c) Average  
    d) Below average  
    e) Poor

12. Do you agree that the transfer policy in the bank is based on one of the following grounds? If more than one, please rank them in the order of your priority.
    a) Office exigencies  
    b) Suitability of the officer to the post  
    c) Categorization of the post and scale/grade of the officer  
    d) Victimisation  
    e) Whims and fancies of the personnel department  
    f) Depends of the individual officer's capacity to bring influence and pressure  
    g) Transfer policy depends on the dictates of the union / association  
    h) Any other, please specify.
13. Are you happy with the transfer policy followed by the bank at present?

a) Very happy  
b) Happy  
c) Somewhat happy  
d) Not happy  
e) Not at all happy  

14. Do you feel that the promotion policy followed by the bank is based on the following? (please rank them in the order of your priority by giving number or a,b,c,d)

a) Only on seniority  
b) Only on merit  
c) Both seniority and merit  
d) On the basis of personal relationship with the higher-ups  
e) On the basis of political/external pull  
f) Based on the dictates of the union/association  
g) Any other, please specify.  

15) Do you feel that the percentage of undeserving promotions in the bank are:

a) Very high  
b) High  
c) Somewhat high  
d) Low  
e) Very low  

16. Are you happy with the promotion policy of the bank?

a) Very happy  
b) Happy  
c) Somewhat happy  
d) Not happy  
e) Not at all happy  

17. What do you think about the training system in the bank? Please choose from following if they are relevant and rank them in the order of your priority.

a) Very scientific, professional and effective  
b) Not professional- its routine and ad-hoc  
c) Based on the needs of the bank and the individual officer  
d) It is meant for sending statistical information to RBI  
e) It is highly theoretical and not practice oriented  
f) It is a cost not an investment.  
g) It needs to be rationalised and restructured  
h) Teaching methodology and technology is outdated  
i) Unsuccessful operational people are posted as faculty  
j) Any other, please specify.  

18. Do you feel that the training imparted to you has been so useful that it has brought about change in you thereby paving the way for your development?

a) Very useful  
b) Useful  
c) Somewhat useful  
d) Not useful  
e) Not at all useful
19. How do you rate the performance of the training system in the bank?

a) Very good  
b) Good  
c) Somewhat good  
d) Not good  
e) Not at all good

20. What is your frank opinion about the management / leadership? Please choose from the relevant factors and rank them in the order of your priority.

a) Management has become weak due to the interference by union / association  
b) Management is professional and represented by competent men  
c) Highly task-oriented rather than people-oriented  
d) Is balanced and takes care of both organisational and individual employee's interest. Highly inspiring  
e) Is full of incompetent people - small people holding big posts  
f) Goes for easy solutions and buys peace; avoids problems and tensions  
g) Has surrendered its powers / prerogatives to union / association  
h) Is weakened by political interference  
i) Not bothered / concerned about the aspirations of the individual employees as members of one family. They are preoccupied with their advancement and welfare.  
j) Any other, please specify.

21. Have you at any time got the feeling that the superiors are not playing their role maturely and are exposing their subordinates to risks and difficult decisions by not confirming their oral instructions in writing?

a) Always  
b) Sometimes  
c) Never

22. Do you agree that a sense of belongingness develops only when you are accepted and owned by your superiors / management as a member of one team / family?

a) Strongly agree  
b) Agree  
c) Not sure  
d) Disagree  
e) Strongly disagree

23. While considering the working conditions pertaining to the bank, which of the following points weigh heavily in your mind? Please rank the following in the order of your priority.

a) A cozy and a carefree atmosphere  
b) Banking as a service industry  
c) Banking as a public utility  
d) The posh and lavish premises  
e) The shabby and unclean surroundings  
f) Lack of basic amenities  
g) The congenial atmosphere of mutual love, regard, respect and trust among the people at the work place  
h) Any other, please specify.
24. What do you feel about the role played by the union and association in the bank?
   a) Constructive - taking care of the interest of both the organisation and the
      individual employee
   b) Detrimental to the interest of the bank
   c) Has weakened the management by intervening / interfering with the
      management functions
   d) Has made management too dependent, incompetent and helpless
   e) Any other, please specify.

25. What do you think about the performance appraisal system adopted by the bank?
   a) Has promoted your interest
   b) Has harmed your interest
   c) Highly subjective
   d) Does not reflect merit properly
   e) Can be easily manipulated
   f) Any other, please specify.

26. How do you rate the performance appraisal system followed by the bank at
    present?
   a) Very good
   b) Good
   c) Average
   d) Below average
   e) Poor

27. In your opinion has the administration in the bank improved or deteriorated after
    nationalisation in the following areas?
   a) In mopping up deposits
   b) Customer Service
   c) Branch banking
   d) General lending operations
   e) Lending to priority sector
   f) Recovery
   g) Human resource development
   h) Level of motivation among staff
   i) Management Control
   j) Any other, please specify.

28. In your opinion whether there is any discrimination observed in the bank in
    awarding punishments to officers / executives and others?
   a) Yes
   b) No

29. If you are continuing in the bank, what may be the possible reasons for the same?
    Please choose from the following and rank them in the order of your priority.
   a) For earning livelihood
   b) No better job available
   c) I like/love my present job / organisation
   d) without a job I will be unoccupied and cut-off from the society
   e) I like the organisational climate, the good human relations and the mutual love,
      regard and respect for each other
   f) Good salary, Good working conditions, better facilities etc.
   g) Bright career prospects
   h) Any other, please specify.
30. When do you think that your admiration for the bank job was at its peak? Please rank the following in the order of your priority.

a) At the time of applying for the job
b) On getting the appointment order
c) During the probationary period of your service
d) On getting confirmed in the permanent service.
e) On getting a promotion
h) Any other, please specify.

31. What do you think is the level of your motivation in the bank at present?

a) Very High  
b) High  
c) Average  
d) Below average  
e) Poor

32. If it is not high, what do you think may be the factors that led to the lowering of your motivation? Please choose from the following and rank them in the order of your priority by giving number if more than one.

a) Self- Because of the improper use of reason and will.
b) Superiors and colleagues
c) Job - not challenging, no job satisfaction
d) Slow promotions, poor career prospects
e) Poor salary / perks, working conditions etc.
f) Lack of uniform and consistent transfer policy
g) Poor human relations, no good organizational climate
h) Individual is unimportant, not recognised, treated like a machine without any love, regard and respect
i) Poor personnel / HR management
j) Any other, please specify.

33. Do you think that the bank has tapped your full potential by treating you as a valuable asset and having high expectations from you?

a) Yes  
b) No

34. What factors do you think promote better human relations? Please choose from the following and rank them in the order of your priority.

a) Good working conditions, cozy and comfortable premises
b) Material benefits like good salary, perks etc.
c) Cordial relations of love, regard and respect for each other with all concerned at the workplace
d) Mutual understanding, co-operation and a sense of sacrifice
e) Any other, please specify.
35. Do you agree that when there is good atmosphere or organisational climate arising out of good human relations due to co-operation, love, regard and respect for each other at all levels, there is going to be highest motivation among all to give their best.

   a) Strongly agree   b) Agree   c) Not sure
   d) Disagree   e) Strongly disagree

36. Based on your past experience how do you think people are usually managed? Please choose from the following and rank them in the order of your priority

   a) By divide and rule policy - through distrust and suspicion
   b) By fear of punishment, using authority to punish
   c) By keeping aloof, reserve as a superior (boss)
   d) By tactful diplomacy, without being sincere
   e) By owning the subordinates as members of one family with love, care, concern, regard, respect etc.
   f) Any other, please specify.

37. Do you agree that inspite of the best material benefits and facilities, if there is no good atmosphere of love, trust and respect for each other at the workplace, there cannot be sincere motivation among the people?

   a) Strongly agree   b) Agree   c) Not sure
   d) Disagree   e) Strongly disagree

38. Which of the following do you think will make you highly frustrated? Please rank the following in the order of your priority.

   a) When you do not get promotion
   b) When you are transferred to a difficult branch/place
   c) When you lose the trust and confidence of your superiors
   d) When you lose the love, regard and respect of your superiors and colleagues
   e) When you are charge sheeted and punished or demoted
   f) Any other, please specify.

39. What is your feeling about the work you are doing at present? Please choose from the following and rank them in the order of your priority.

   a) Routine, boring, meaningless, drudgery etc.
   b) Interesting and challenging
   c) No scope for realising your potential, no job satisfaction
   d) You have made a wrong choice by joining the bank
   e) Any other, please specify.
40. Do you think that your superiors and colleagues are having high expectations from you?
   a) Yes  b) No

If yes, whether this has enhanced your motivation?
   a) Yes  b) No

If no, whether this has lowered your motivation?
   a) Yes  b) No

41. Did you at anytime get any of the following feelings? If so, please tick the same in the box provided.
   a) I am a cog in the wheel, Not at all important
   b) Nobody is concerned or interested in me or my development
   c) Both horses and donkeys are treated alike
   d) No good future for this bank
   e) Management is groping. It has no policy, vision or goal
   f) Any other, please specify.

42. Do you agree that good performers and dynamic managers make true enemies and false friends and as such they become the target of vigilance or industrial relations departments?
   a) Strongly agree  b) Agree  c) Not sure
   d) Disagree  e) Strongly disagree

43. Do you agree that true and continuous motivation cannot be achieved by giving temporary incentives like promotions, pay hikes, better facilities etc, which is nothing but the exploitation of the needs of the employees?
   a) Strongly agree  b) Agree  c) Not sure
   d) Disagree  e) Strongly disagree

44. Do you agree that acceptance of man as human being as an equal person with love, regard and respect is the central issue that is plaguing the problem of motivation which is being traded under the guise of satisfying the physiological and psychological needs of the human being which is only a peripheral issue to the problem of motivation?
   a) Strongly agree  b) Agree  c) Not sure
   d) Disagree  e) Strongly disagree
45. Every person possesses the basic motivational energy. Just like a seed which once it is sown will automatically grow if there are positive surroundings. So also, a person who unlike plants possesses special gifts like reason and will, should also grow and develop provided there is a positive atmosphere, and provided he uses his reason and will properly. In your opinion who do you think is primarily responsible for demotivation and frustration among the following? Please rank them in the order of your priority, if you choose more than one.

a) Self - due to the imprudent use of your own reason and will
b) Others - superiors / management, colleagues / subordinates
c) Job - Job is meaningless, no job satisfaction
d) Poor working conditions, pay, perks etc.
e) Transfer policy, promotion policy
f) Impersonal attitude - individual not cared / recognised / respected as a human person and as member of one family
g) Poor human relations, impersonal atmosphere
h) Any other, please specify.

46. Do you agree that the morale / motivation of the worker (whether or not he works willingly) has no direct relationship whatsoever to material conditions of the job such as temperature, lighting, working conditions etc. although they may have a bearing on physical health and comforts

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree

47. There are many incentives of which under the normal conditions money is one of the least important whereas unemployment is the most powerful negative incentive precisely because it cuts man off from his society. Many men and women work even when it is not financially necessary. Do you agree?

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree

48. Do you agree that if workers are treated as human beings with sincere love, regard and respect they will behave / respond as such with high motivation; if they are treated as machines or unwilling slaves, then that is how they will react / respond with demotivation and frustration?

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree
49. The greatest evil of unemployment is that it makes men seem useless, not wanted, without a country or a society. It must be recognised that men work both in order to live and in order to feel useful, wanted and to attain a social status. Do you agree?

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree

50. The working conditions however good they may be in the material sense, they have little or no direct relationship to employee motivation / morale. So also bad working conditions do not affect morale of the soldiers fighting a war. Motivation / morale is a matter of your love for the job or the organisation and the organisation's or management's love for you. Do you agree?

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree

51. Do you agree that it is possible that good working conditions may co-exist with low morale/motivation and bad working conditions with high morale / motivation?

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree

52. Human beings whether individually or collectively react with greater sensitivity to change in psychological atmosphere, to intentions, implications and suggestions than they do to any of the ordinary changes in physical environment. A misplaced word, a misinterpreted phrase will lower morale/motivation or efficiency to a much greater degree than considerable rises and falls in temperatures, humidity or lighting intensity. Do you agree?

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree

53. Do you agree that it is not what you do to the employee but the way in which you do matters. So also it is not the incentives you give but the loving / caring way in which you give matters a lot in motivating people or building their morale?

a) Strongly agree  b) Agree  c) Not sure
d) Disagree  e) Strongly disagree
54. Do you agree that the attempt to keep people quiet with gifts and unnecessary improvements while ignoring their self respect and their love needs through sincere love and regard leads to a situation where there will be only a momentary or temporary respite without any true and lasting motivation.

a) Strongly agree  b) Agree  c) Not sure  
d) Disagree  e) Strongly disagree

55. Do you agree that the law of diminishing returns applies to all material incentives, that is to say, as the reward increases the desire for further reward decreases, until it reaches the vanishing point?

a) Strongly agree  b) Agree  c) Not sure  
d) Disagree  e) Strongly disagree

56. Do you agree that true participative management at all levels will give more importance and recognition to the individual employee and pave the way for higher motivation?

a) Strongly agree  b) Agree  c) Not sure  
d) Disagree  e) Strongly disagree

57. In your opinion, how much of true participative management or that type of decision making culture is experienced by you in the bank?

a) Very much  b) Much  c) Not sure  
d) Not experienced  e) Not at all experienced

58. Do you think that the Japanese concept of "Quality Circles" will work effectively by giving the employee more importance, love, trust and as result there will be better motivation and better sense of belongingness as members of one family?

a) Strongly agree  b) Agree  c) Not sure  
d) Disagree  e) Strongly disagree

59. Do you agree that the steep hierarchy that is there in the banks today of cadres and grades/scales has divided the members of the organisation / bank into various groups and categories which has created such a big communication gap that it has resulted in deep misunderstanding, mistrust, jealousy, conflict etc. instead of proper understanding sincere love, trust, regard and respect for each other?

a) Strongly agree  b) Agree  c) Not sure  
d) Disagree  e) Strongly disagree

60. Where do you think is the final / ultimate judge (author or creator) of motivation?

a) Inside you  b) Outside you
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ARTICLES


