ANNEXURE
QUESTIONNAIRE
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“HRD in Airline Industry: A Comparative Study of Public and Private Domestic Airlines in India.”

Guidelines for Completing the Questionnaire

The questionnaire has been subdivided in Six (A to F) Sections and contains personal profile, training and development, performance appraisal and potential appraisal, career planning and development, feedback and communication, and rewards relating to the HRD practices.

- Kindly give your free and frank responses and need not write your name or sign the questionnaire.
- Your response to each statement is numbered and placed beside each statement. Please encircle the number that best reflect the degree to which it is true in your case. Remember, there is no “right” or “wrong” answer.

Codes:

SA: STRONGLY AGREE
A : AGREE
U : UNDECIDED / NEUTRAL
DA : DISAGREE
SDA : STRONGLY DISAGREE

Section- A

Personal Profile

1. Educational Qualification:
2. Age :
3. Gender :
4. Marital Status

5. Total Monthly Income (Rs.):
   - (8000-12000)
   - (12001-16000)
   - (16001-20000)
   - (20001-24000)
   - (24001-28000)
   - (Above 28000)

Section - B

Training and Development.

6. The training and development programs enhance skill, knowledge and talents. (SA) (A) (U) (DA) (SDA)

7. Highly productive employees are offered with adequate training. (SA) (A) (U) (DA) (SDA)

8. Every employee is given an opportunity to attend the training and development programs. (SA) (A) (U) (DA) (SDA)

9. The training and development needs are identified by the performance appraisal reports. (SA) (A) (U) (DA) (SDA)

10. Employees after attending teaming programs are encouraged to communicate the acquired knowledge and skills to colleagues at work place. (SA) (A) (U) (DA) (SDA)

11. The training and development programs conducted by the organization are very relevant and useful. (SA) (A) (U) (DA) (SDA)

12. The top management is committed to implement training and development programs and policies. (SA) (A) (U) (DA) (SDA)

13. The employees are aware of the need, objectives, and outcome of training and development programs. (SA) (A) (U) (DA) (SDA)
14. The trainers/facilitators engaged are effective and competent.
   (SA) (A)(U)(DA)(SDA)

15. The training and development programs are evaluated to ascertain the effectiveness.
   (SA) (A)(U)(DA)(SDA)

16. The employees are offered on the job training to improve their performance
   (SA) (A)(U)(DA)(SDA)

17. The organization conducts in-house training programs also.
   (SA) (A)(U)(DA)(SDA)

18. The employees are sponsored for training and development programs outside the organization.
   (SA) (A)(U)(DA)(SDA)

19. The organization uses training and development programs for career planning and development of employees.
   (SA) (A)(U)(DA)(SDA)

20. The impact of training and development programs is measured.
   (SA) (A)(U)(DA)(SDA)

21. Training and development programs are very effective and result oriented.
   (SA) (A)(U)(DA)(SDA)

22. Training and development programs change the behavior of employees.
   (SA) (A)(U)(DA)(SDA)

23. The knowledge and skills acquired by employee is applied on the job.
   (SA) (A)(U)(DA)(SDA)

24. The Human resource department takes active interest in organizing training programs.
   (SA) (A)(U)(DA)(SDA)
25. The organization has organized adequate training programs.

(SA) (A) (U) (DA) (SDA)

26. The supervisors are committed in developing subordinates through training and development programs

(SA) (A) (U) (DA) (SDA)

Section-C

Performance Appraisal and Potential Appraisal

27. My performance is continuously evaluated by Customers

(SA) (A) (U) (DA) (SDA)

28. I am also evaluated by my peers.

(SA) (A) (U) (DA) (SDA)

29. My subordinates evaluate my performance continuously.

(SA) (A) (U) (DA) (SDA)

30. I get feedback from my superior about my Performance.

(SA) (A) (U) (DA) (SDA)

31. The performance appraisal system leads to the effective utilization of employees.

(SA) (A) (U) (DA) (SDA)

32. The criteria used in the existing appraisal system is adequate.

(SA) (A) (U) (DA) (SDA)

33. In my view the personal relationships, likes, dislikes and prejudices of the appraiser influence ratings of my appraisal.

(SA) (A) (U) (DA) (SDA)
34. Performance appraisal system of my organization measures employee characteristics, employee contributions and the results of the goals set.

35. Performance discussions are held between me and my superior to plan for achievement.

36. My viewpoints are taken into account by superiors during performance discussion.

37. My superior renders me necessary support and encouragement to perform/complete my work successfully.

38. The present appraisal system is an open, participative and development oriented one.

39. The existing performance appraisal system motivates the employee to improve his performance.

40. Performance appraisal of our organization leads to an increase in the productivity and managerial effectiveness.

41. The ratings and the objectives of the existing appraisal are made very clear to the appraisee.

42. The objectives, procedures, manuals and rules of the appraisal system are available to the employees in writing.
43. I am satisfied with the objectives of existing performance appraisal system. (SA) (A)(U)(DA)(SDA)

44. The present appraisal system helps me to understand the strengths and weaknesses relating to my performance. (SA) (A)(U)(DA)(SDA)

45. The employees are promoted on the basis of periodic assessment of potentials. (SA) (A)(U)(DA)(SDA)

46. Periodic assessment of potentials of subordinates helps the organization to meet the challenges. (SA) (A)(U)(DA)(SDA)

47. New roles are given to the employees who have the potential. (SA) (A)(U)(DA)(SDA)

48. The identification of employee’s potentials facilitates earmarking people to do different jobs in the organization. (SA) (A)(U)(DA)(SDA)

Section D

Career Planning and Development

49. There are ample opportunities for the career growth in this organization. (SA) (A)(U)(DA)(SDA)

50. In my view, the organization has planned for career in future to the employees. (SA) (A)(U)(DA)(SDA)

51. The job rotation is encouraged to ensure professional growth of the employees. (SA) (A)(U)(DA)(SDA)
52. The employees are given an opportunity to link their growth to the future of the organization.  

53. The managers and supervisors have information about the growth plans of the company.  

54. The supervisors and managers assist the subordinates in planning their personal growth.  

Section - E  
Feedback and Communication  

55. There is an effective two-way communication system prevailing in the company.  

56. The supervisors feel the responsibility to give feedback to subordinates on their activities in the organization.  

57. The supervisors give proper guidance to their subordinates for improved performance.  

58. I am given the feedback by my superior on the positive aspects of my performance appraisal.  

59. My superior communicates to me the negative aspects of my appraisal.
Section F
Rewards

60. My superior immediately recognizes and reward outstanding performance.

( SA ) ( A ) ( U ) ( DA ) ( SDA)

61. The employees are given the certificates, appreciation letters, cash prizes, awards and incentives for their good performance.

( SA ) ( A ) ( U ) ( DA ) ( SDA)

62. The employees consider the rewards as incentives and motivators for better performance.

( SA ) ( A ) ( U ) ( DA ) ( SDA)

63. The employees consider promotions as rewards.

( SA ) ( A ) ( U ) ( DA ) ( SDA)

64. The organization empowers and involves their employees in decision making process and delegates the authority.

( SA ) ( A ) ( U ) ( DA ) ( SDA)

65. This organization provides non-financial incentives to the employees as a reward for best performance.

( SA ) ( A ) ( U ) ( DA ) ( SDA)

THANK YOU