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Department of Social work : Department of Social work
Andhra University : Andhra University
Visakhapatnam : Visakhapatnam

Name of the Research Director: Dr. Koteeswara Raju

Name of the Organization : Hindustan Petroleum Corporation Limited, Visakhapatnam.

General Information about the Employees

1. Name of the Employee : 

2. Designation & Name of the Department : 

3. Age : 

4. Gender : 
   - Male 
   - Female 

5. Educational Qualifications : 
   - Intermediate 
   - Degree 
   - Post Graduation 
   - Diploma/Technical 
   - Others specify------

6. Which of the following best describes your job? 
   - Executives 
   - Staff 
   - UN skilled/Semi skilled 
   - Others specify------

7. How long are you working in this Organization : 
   - less than an year 
   - 1-3 years 
   - 3-5 years 
   - More than 5 years 

8. How many years have you held your current post? 
   - Less than an Year 
   - 1-3 years 
   - 3-5 years 
   - More than 5 years 

9. What is your opinion on HRD culture?
### II. Human Resource Development Climate

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<td></td>
<td>1. Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.</td>
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</tr>
<tr>
<td>1.</td>
<td>Not at all true</td>
<td>2.</td>
<td>Rarely true</td>
<td>3.</td>
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<td>2.</td>
<td>When an employee does good work his/her supervising officers take special care to appreciate it.</td>
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<td>3.</td>
<td>People in this organization do not have any fixed mental impressions about each other.</td>
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<td>4.</td>
<td>Employees are not afraid to express or discuss their feelings with their Superiors.</td>
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<td>5.</td>
<td>Employees are not afraid to express or discuss their feelings with their Subordinates.</td>
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<td>6.</td>
<td>Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.</td>
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7. When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other on the back.

8. The manager’s in this Organization believe that, Employee behavior can be changed and people can be developed at any stage of their life.

9. When any Employee makes a mistake his/her Supervisors treat it with understanding and help him/her to learn from such mistakes rather than punishing him/her or discouraging him/her.

10. People trust each other in the Organization.

11. Performance Appraisal Reports in your Organization are based on Objective Assessment and adequate information and not on Favoritism.

12. When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.
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<td>13. Employees returning from training programs are given opportunities to try out what they have learned.</td>
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<td>14. The top management in the organization makes efforts to identify and utilize the potential of employees.</td>
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<td>15. Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.</td>
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<td>16. Delegation of authority to encourage juniors to handle higher responsibilities is quite common in this organization.</td>
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<td>17. When seniors delegate authority to juniors, juniors use it as an opportunity to develop.</td>
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<td>18. People in this organization are helpful to each other</td>
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19. Team spirit is of high order in this organization

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true

20. The organizations future plans are made known to the managerial staff help them to develop their juniors and prepare them for the future.

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true

21. Employees are encouraged to experiment with new methods and try out creative ideas.

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true

22. The top management of this organization goes out of its way to make sure that employees enjoy their work.

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true

23. The top management believes that the human resources are an extremely important resource and that they have to be treated humanly.

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true

24. Development of subordinates is seen as an important part of the job by the managers/officers here.

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true
25. The personnel policies of this organization facilitate employees development.  
1. Not at all true  
2. Rarely true  
3. Sometimes true  
4. Mostly True  
5. All most always true

26. The top management is willing to invest considerable part of their time and other resources to ensure the development of employees.  
1. Not at all true  
2. Rarely true  
3. Sometimes true  
4. Mostly True  
5. All most always true

27. Senior officers/executives in this organization take active interest in their juniors and help them learn their job.  
1. Not at all true  
2. Rarely true  
3. Sometimes true  
4. Mostly True  
5. All most always true

28. The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.  
1. Not at all true  
2. Rarely true  
3. Sometimes true  
4. Mostly True  
5. All most always true

29. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.  
1. Not at all true  
2. Rarely true  
3. Sometimes true  
4. Mostly True  
5. All most always true

30. Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.  
1. Not at all true  
2. Rarely true  
3. Sometimes true  
4. Mostly True  
5. All most always true
31. Promotion decisions are based on the suitability of the promotee, rather than on favoritism.

32. There are mechanisms in this organization to reward any good work done or any contribution made by employees.

33. Weaknesses of employees will be communicated to them in a non-threatening way.

34. When behavior feedback is given to employees they take it seriously and use it for development.

35. Employees are sponsored for training programmes on the basis of genuine training needs.

36. Career opportunities are pointed out to juniors by senior officers in the organization.
37. The organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.

38. Job rotation in this organization facilitates employee development.

39. There is a clear mission that gives meaning and direction to our work.

40. Our strategic direction is very clear to me.

41. We have a shared vision of what the organization will be like in future.

42. Leaders set goals that are ambitious but realistic.
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<td>43. We continuously track our progress against our stated goals.</td>
<td>1. Not at all true</td>
<td>2. Rarely true</td>
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<td></td>
<td></td>
<td>3. Sometimes true</td>
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<tr>
<td></td>
<td></td>
<td>4. Mostly True</td>
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<td></td>
<td></td>
<td>5. All most always true</td>
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<td>44. The organization gives importance to teamwork.</td>
<td>1. Not at all true</td>
<td>2. Rarely true</td>
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<td></td>
<td></td>
<td>3. Sometimes true</td>
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<td></td>
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<td>4. Mostly True</td>
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<td>5. All most always true</td>
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<td>45. Team approach has become popular in the organization.</td>
<td>1. Not at all true</td>
<td>2. Rarely true</td>
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<td></td>
<td>3. Sometimes true</td>
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<td>5. All most always true</td>
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<td>46. My relationship with my supervisor was a harmonious one.</td>
<td>1. Not at all true</td>
<td>2. Rarely true</td>
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<td></td>
<td>3. Sometimes true</td>
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<td>5. All most always true</td>
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<td>47. My immediate supervisor is harmonious to my efforts.</td>
<td>1. Not at all true</td>
<td>2. Rarely true</td>
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<td></td>
<td></td>
<td>3. Sometimes true</td>
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<td>5. All most always true</td>
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<td>48. Organizational members are disposed to accept, the desirable changes, when they are proposed by the organization</td>
<td>1. Not at all true</td>
<td>2. Rarely true</td>
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<td></td>
<td></td>
<td>3. Sometimes true</td>
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<td></td>
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<td>4. Mostly True</td>
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<td></td>
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<td>5. All most always true</td>
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49. Organization encourages creative thinking and ideas of the employees.

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true

50. The members of the Organization believes that, when job related problems arise, the solutions are found by their involvement.

1. Not at all true
2. Rarely true
3. Sometimes true
4. Mostly True
5. All most always true