APPENDIX I

HUMAN RESOURCE DEVELOPMENT PROGRAMME IN TINY, SMALL AND MEDIUM INDUSTRIES IN MADURAI – AN ASSESSMENT.

QUESTIONNAIRE (Administered to Respondents)

1. Personal Details

1.a. Name, Designation & Address : 

1.b. Age : 

1.c. Sex : Male □ Female □

1.d. Marital Status

Married □

Unmarried □

Separated □

1.e. Educational Qualification : Schooling □

Graduate □

Technical □

Professional □

Post Graduate □

1.f. Experience : Less than 2 years □

2 – 5 years □

5 – 10 years □

10 – 15 years □

15 – 20 years □

20 years & above □
1. g. Income

Less than Rs.3000 p.m   □
Rs.3001 to Rs.5000 p.m □
Rs.5001 to Rs.7000 p.m □
Rs.7001 to Rs.9000 p.m □
Rs.9001 and above p.m □

2. Name of the organisation :

3. Nature of Industry :

   Manufacturing □
   Trading  □
   Service  □
   Others (Pl. specify) □

4. Type of organisation :

   Proprietorship □
   Partnership □
   Ltd. Company □

5. Does your organisation have an explicit corporate policy on Human Resource?

   Yes □   No □

5.a. If yes, please furnish details:

   _____________________________________________________________
   _____________________________________________________________
   _____________________________________________________________
5.b. Which of the following explicitly describes your organisation?

a. Respect for all individuals
   
   b. Belief in creating a culture wherein individuals have opportunities to grow to their optimum potential
   
   c. Believe in Career Development and Multi-skill

5.c. Which of the following rightly describes the Philosophy of your Chief Executive?

a. Father figure (giver and satisfier)
   
   b. Critic (believes that people are generally lazy)
   
   c. Developer (educating and making them independent)

6. Rate the following statements, which explain the organizational climate in your organisation on a 5-point scale:

a. Openness or freedom to express one’s ideas and opinions
   
   b. Collaboration or team spirit
   
   c. Mutual trust
   
   d. Positive correlation between words and action
   
   e. Freedom to perform without any inhibitions
   
   f. An interest in confronting issues and solving them rather than hiding them.

7. Does your organisation ensure that employees enjoy their work?
   
   Yes □  No □
8. Does your top management believe that human resources are an extremely important resource?

Yes □ No □

8.a. If yes, does this attitude reflect in their words and actions?

Yes □ No □

9. Rank the following factors contributing to motivation with respect to work done:

a. Interesting work □
b. Full appreciation of work done □
c. Sense of belonging □
d. Job security □
e. Good wages □
f. Promotion and growth □
g. Sympathetic help with personal problems □
h. Empowerment □

10. Rank the following values contributing to job satisfaction:

a. Prosperous life □
b. Job Security □
c. Sense of accomplishment □
d. Equal opportunity for all □
e. Personal freedom and independence □
f. Inner peace and harmony □
g. Respect and admiration from others  

h. Close friendships or informal climate  

11. Are the functions and responsibilities pertaining to the various roles clearly spelt out?

Yes ☐  No ☐

11.a. If yes, how is the same made known?

12. What is the nature of the interpersonal relationships that exist in the organisation?
   a. Very formal  
   b. Formal  
   c. Indifferent  
   d. Informal  
   e. Very informal  

13. Is bringing about self development regarded as an important Human Resource activity?

Yes ☐  No ☐

14. Do the personnel policies work in the direction of increasing employee development?

Yes ☐  No ☐

14.a. If yes, is your organisation willing to invest time and money in bringing about human resource development?

Yes ☐  No ☐

15. Does your organisation prepare you for higher level jobs?

Yes ☐  No ☐
15.a. If yes, mention which of the following is most responsible for it?
   a. Organizational climate
   b. Immediate Superior
   c. Self-interest

16.a. Do you think that whether the size of organisation influences the Human Resource Development tools and practices utilised by an organisation?
   Yes □  No □

16.b. Do you think that attitude towards the Human Resource tools and practices depend upon the level of management to which he or she belongs?
   Positive □  Negative □

16.c (i) According to you does the age of the Employee influence his or her attitude towards Human Resource Development tools and practices?
   Yes □  No □

16.c (ii) Does attitude towards Human Resource Development tools depend upon the gender of the employee?
   Yes □  No □

16.c (iii) Does attitude towards Human Resource Development tools depend upon the experience of the employee?
   Yes □  No □

16.c (iv) Does attitude towards Human Resource Development tools depend upon the income of the employee?
   Yes □  No □

17. Does your organisation regularly conduct training programmes?
   Yes □  No □
17.a. If yes, how regularly?
   a) Once in six months
   b) Annually
   c) Need based

18. What are the common skills that are developed through training programmes?
   a. Human skills
   b. Concept skills
   c. Technical skills
   d. Others (Pl. specify)

19. Are incompetent employees identified for training and development?
   Yes □   No □

19.a. If yes, what are the steps that are taken to improve their level of competence?

________________________________________________________________________

________________________________________________________________________

20. How do the employees get nominated for the training programmes?

________________________________________________________________________

________________________________________________________________________

21. What is the duration of such programmes?

22. Who identifies the need for training?
23. How are the needs identified?

24. How often is such an analysis done?

25. Type of trainer - External and Internal?

26. Venue of Training?

27. Is feedback taken?  
   Yes [□]  No [□]

28. How do you measure the effectiveness of training?

29. Annual budget for training?

30. Mention the commonly employed methods of training for increasing skills and knowledge of the employees.

   Level  
   Type of training
   1. 
   2. 
   3. 
   4.

31. Does your organisation encourage Team spirit and Team work?  
   Yes [□]  No [□]

31.a. How are problems pertaining to the above solved?

32. Do you have Quality Circles?  
   Yes [□]  No [□]

33. Does your organisation render Counselling?  
   Yes [□]  No [□]
33.a. If yes, is it also extended to the personal problems of the employees?
   Yes ☐  No ☐

34. Do you regularly conduct Performance Appraisal?
   Yes ☐  No ☐

34.a. If yes, how often?

35. What is the main purpose of conducting performance appraisal?

36. Mention the method employed in conducting the same?

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<tr>
<th>Level</th>
<th>Method</th>
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</table>

37. Is feedback regularly given to the appraisees?
   Yes ☐  No ☐

38. What techniques are employed to reward good performance?

39. What corrective action is taken in the case of bad performance?

40. How often are promotions awarded to employees?

41. How are they decided?

42. How are mistakes made by employees viewed?
   a. Understand that employees learn from mistakes
   b. Punish or Discourage

43. Does your Management believe in Delegation of Authority?
   Yes ☐  No ☐
43.a. If yes, indicate the extent to which it is undertaken?

44. Does your organisation have a Grievance Cell?  
   Yes [ ]  No [ ]

44.a. If yes, how often are the complaints and grievances reviewed?

44.b. How seriously are they reviewed?

45. Does your organization have a suggestion box?  
   Yes [ ]  No [ ]

45.a. If yes, how serious is the management about the same?

46. Which of the following techniques have been considered by your Management?
   a. TQM
   b. TPM
   c. ISO 9002
   d. ISO 9003
   e. ISO 14001
   f. QS 9000
   g. Any other (Pl. specify)

47. Does your organisation take pains to involve itself in the eradicating the following dead habits?
   a. Alcoholism
   b. Drug addiction
   c. Smoking
d. Quarrelling □
e. Shouting or gossiping □
f. Indebtedness □

48. Which of the following are organised by the management to involve the family members of the Employee:

   a) Family Get-togethers □
   b) Picnics and Tours □
   c) Competitions and Games □
   d) Any other (Pl. specify) □

49. Which of the following steps or precautions are taken by the organisation to protect the Health and Safety of the workers?

   a. Health awareness camps □
   b. Lectures and Training programmes □
   c. Meditation classes and Yoga classes □

50. Mention the welfare measures Intramural and Extramural adopted by your organisation:

   Intramural
   1.
   2.
   3.
   4.

   Extramural

51. Does your management always do things which are ethically acceptable?

   Yes □    No □
52. Does the style of leadership imbibe in employees a sense of ethics and values?
   Yes [ ]  No [ ]

53. Does your management believe in the principle of 'Employees participation in Management'?
   Yes [ ]  No [ ]

53.a. If yes, how are they encouraged?

54. Have steps been taken by management to handle Stress and Strain of Employees?
   Yes [ ]  No [ ]

54.a. Rank the following factors which bring about Stress and Strain:
   
a. Role conflict
   b. Work load
   c. Organisational politics
   d. Reprimanding or disciplining
   e. Balancing personal life with work life
   f. Dealing with upper management
   g. Pay or compensation
   h. Overtime
   i. Working with budgets
   j. Working with computers
   k. Travel
55.a. Rank the following factors in respect of the Tiny industrial units, contributing to the human resource practices of the organisation:

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<th>Factors</th>
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55.b. Rank the following factors in respect of the Small scale industrial units, contributing to the human resource practices of the organisation:

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<th>Factors</th>
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55.c. Rank the following factors for the Medium size industrial units, contributing to the human resource practices of the organisation:

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55.d. Rank the following factors for the Large scale industrial units, contributing to the human resource practices of the organisation:

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<th>Factors</th>
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55.e. Rank the following factors for the Government owned industrial units, contributing to the human resource practices of the organisation:

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<th>Factors</th>
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APPENDIX II

List of Industries (Tiny, Small and Medium Size) selected for the study:

1. A. Manufacturing Industries (Tiny) - 10 Tiny Industries selected for study

1) M/s. Muthu Silicate Industries, 7 A Venkala Kadai St., 1st Lane, Madurai - 625 001.
2) M/s. Jayaram Bakery, 6 & 7, Nethaji Road, Madurai - 625 001.
3) M/s Ark Biscuits Corpn., 49B, Town Hall Road, Madurai-625001
4) M/s. Universal Bio-chemicals, 6 Sathya Sai Nagar, Madurai - 625 003.
5) M/s. Sri Jeyarekha Industries, 59, T.V. Lane, West Masi St., Madurai - 625 001.
7) M/s. David Metal Containers, 148 Ramaiah St., Jaihindpuram, Madurai - 625 011.
8) M/s. Meenal Packagings, B44/2 Sidco Industrial Estate, Kakalur, Madurai- 625 008.
9) M/s. Pyonier Polycrafts, D81, Krishna Road, TVS Nagar, Madurai- 625 003.
10) M/s. Sayee Industries, 12, TPK Road, Palanganatham, Madurai- 625 003.
1. **B. Tiny Industries involved in Trading activities - 3 Industries selected for study**

1) M/s. Polyvinyl Corporation, 38 Bharathy St., K.K.Nagar, Madurai- 625 020.

2) M/s. Nagarathinam & Sons, 144/ 1A Bye-pass Road, Madurai- 625 018.

3) M/s. Madura Packers, 3, II floor, Pandeesamy complex, 374, Sarveswarer Koil St., Anna Nagar, Madurai- 625 020.

1. **C. Tiny Industries involved in service activities - 2 Industries selected for study**

1) M/s. Maniram & Co., 12, Panthady, 7th St., Madurai- 625 001.

2) M/s. Vasan Tiffen Home, Palace Road, Madurai- 625 001.

2. **A. Manufacturing Industries (Small Scale) -11 Small Scale Industries selected for study:**

1) M/s. S.K.S.Industries, P.B.No. 114, 2/119 Workshop Road, Madurai - 625 001.


4) M/s. Devi Industries, 19, Azad St., Gandhinagar, Madurai-625 020

5) M/s. Varuni Chemicals P.Ltd., 6/1, Manjanakara St., Madurai-625 001

6) M/s. Bharath Rubber Factory, Esivas Enclave, 1st Floor, 172/3 Bye-pass Road, Fatima Nagar, Betheniayapuram, Madurai - 625 016.


8) M/s. Sree Vinayaga Screens, (Offset printers) 40A, Parthasarathy St., SS Colonly, Madurai - 625 010.

9) M/s. Ruby Food Products, A.S-2, Industrial Estate, Madurai - 625 007.

10) M/s. S.N.P. Dairy Milk, 134 Palam Station Road, Madurai - 625 007.

2. B. Small Scale Industries involved in Trading activities - 2
Industries selected for study

1) M/s. Eagle Enterprises, 300, West Masi St., Madurai- 625 001.

2) M/s. Standard Enterprises, 46, Sidco Indl.Estate, Kappalur,
Madurai- 625 008.

2. C. Small Scale Industries involved in service activities - 2
Industries selected for study

1) M/s. Pandyan Hotels, Race Course, Madurai- 625 002.

2) M/s. Trade Express, 73, Town Hall Road, Madurai- 626 001.

3. A. Manufacturing Industries (Medium Scale) - 7 Medium Scale
Industries selected for study

1) M/s. Hi-Tech Arai Ltd, 2, Rathnaswamy Nadar Road, North
Chokkikulam, Madurai- 626 014.

2) M/s. Sundaram Industries Ltd, Usilampatti Road, Kochadai,
Madurai- 625 016.

3) M/s. TVS Sewing Needles Ltd, Lakshmi Building, Kochadai,
Madurai- 625 016.

4) M/s. Thiagarajar Mills Ltd, Kappalur, Madurai- 625 008.
5) M/s. Fenner India Ltd, Kochadai, Madurai- 625 016.

6) M/s. TVS SriChakra Ltd, Narimedu, Madurai- 625 052.

7) M/s. The Metal Powder Company, Maravankulam,
   Tirumangalam, Madurai- 625 706.

3. **B. Medium Scale Industries involved in Trading activities - 2**

   Industries selected for study

   1) M/s. Shenbagam Industries, 58A, T.P.K. Road,
      Madurai - 625 004.

   2) M/s. Susee Auto Ltd, Bypass Road, Madurai- 625 010.

3. **C. Medium Scale Industries involved in service activities - 1**

   Service Industry selected for study:

   1) M/s. Aravind Eye Hospital, No.1, Ananagar, Madurai- 625 020.