APPENDICES

APPENDIX : A
- Appendix : A.1 : the Schedule

APPENDIX : B

APPENDIX : C
- Appendix : C.1 and Appendix : C.2: Position and Recruitment and Promotion Rules For Employees in Hindustan Insecticides Ltd.
- Appendix : C.5: List of Positions and Recruitment and Promotion Rules for Employees in Haryana Cooperative Sugar Mills Limited.
APPENDIX : A

APPENDIX:A.1: SCHEDULE EMPLOYED FOR INTERVIEWING THE RESPONDENTS BELONGING TO ALL THE CATEGORIES.

CONFIDENTIAL

NOTE: The prime aim of conducting this research endeavour is to examine the promotion policies of Indian Enterprises and analysing the actual practices followed by the selected enterprises. This study also stresses upon evaluating the impact of actual practices on such aspects as levels of job satisfaction, turnover and organisational efficiency and productivity.

Most of the statements included in this schedule are followed by the five response categories:

SA, A, I, D, SD

'SA' stands for strongly agree, 'A' for agree, 'I' for indifferent or uncertain, 'D' for disagree and 'SD' for strongly disagree. Before recording the response, be sure how strongly you agree or disagree and then encircle the appropriate response category. In case you strongly agree with a particular statement please encircle SA. For example, we have the statement:

"A sound promotion policy leads to higher level of job satisfaction".

If you simply disagree, please encircle D. When the disagreement is strong, encircle SD and so on.

It is necessary to answer each and every item included in the schedule. Only one response is to be encircled for each statement. In case you have any difficulty in understanding the statement, please encircle the response only after the discussion
with the field officer. Your response is very important for the completion of this research endeavour. You are therefore, requested to reply after due concentration.

PART 'A'

1. Name of your organisation : _______________________
2. Name of your department : _______________________
3. Your age : _______________________
4. Your status in the department : _______________________
5. Your educational qualifications : _______________________
6. Your experience in the present job : _______________________
7. Your experience in different Organisations : _______________________
8. Your total number of promotion in the present organisation : _______________________
9. Have you served in any other organisation before joining the present one ? : Yes No
10. Have you left the earlier organisation as it had not been following a sound promotion policy ? : Yes No
11. Please state your level of significance for promotion:
   i) Very significant : _______________________
   ii) Significant : _______________________
   iii) Significant to some extent : _______________________
12. Have you ever been dissatisfied because of not getting promotion when it was due in the present organisation ? : SD A I D SD
PART "B"

1. Do you feel that promotion increases
   i) Individual satisfaction : SA A I D SD
   ii) Social status of an individual : SA A I D SD
   iii) Economic status of an individual : SA A I D SD

2. An Effective promotion policy is no longer viewed as an individual incentive scheme but it forms part of an integrated plan affecting groups of individuals associated with the over-all business programme. : SA A I D SD

3. Promotion policy in an organisation is used to reward employees for their past performance. : SA A I D SD

4. Promotion policy offers opportunities and experience to those employees who are likely to move further up in the organisation. : SA A I D SD

5. Promotion policy provides an incentive to work more effectively as promotion gives recognition to an employee who has done his job well. : SA A I D SD

6. A well defined promotion policy leads to higher level of job satisfaction and motivation. : SA A I S SD

7. A rational promotion policy develops loyalty, morale and sense of belongingness in employees by assuring them promotion within the organisation. : SA A I D SD

8. Promotion policy helps in attracting efficient employees to the organisation. : SA A I S SD
9. Rational promotion policy reduces the rate of turnover in an organisation.

10. Upto a great extent the productivity and efficiency of an organisation depends upon the type of promotion policy accepted by the organisation.

11. An effective promotion policy helps the superiors in leading their subordinates effectively.

12. In most of the organisations employees are frustrated because of indefinite and unstable promotion policy.

13. Any weakening of promotion incentive can have negative influence on improving productivity.

14. The promotion policy followed by your organisation may be considered as rational one.

15. The existing promotion policy in your organisation can be considered as an individual incentive scheme/part of overall business incentive scheme.

16. In your organisation the existing promotion policy provides an incentive to work more effectively.

17. The promotion policy followed by your organisation develops employees loyalty, morale and sense of belongingness.
18. Because of an effective promotion policy most of the employees are satisfied with their jobs in your organisation. : SA A I D SD

19. Majority of the employees in your organisation are satisfied with the present promotion policy. : SA A I D SD

20. It is because of the fair promotion policy adopted by your organisation that efficient employees want to join your organisation. : SA A I D SD

21. Because of the fair promotion policy the turnover rate is very low in your organisation. : SA A I D SD

22. To a large extent, higher level of productivity and efficiency of your organisation is the result of the better promotion policy. : SA A I D SD

23. Whenever wrong promotions are made in your organisation it leads to industrial disturbance. : SA A I D SD

24. Superiors are not facing any problem in relation to lead their subordinates as the subordinates are confident that they will get promotion if they will perform well. : SA A I D SD
PART "C"

1. Are you familiar with the following promotion policies:

   a) (i) Within Yes No (ii) Outside Yes No
   b) (i) Formal Yes No (ii) Informal Yes No
   c) (i) Open Yes No (ii) Closed Yes No
   c) (i) Written Yes No (ii) Unwritten Yes No

2. Please check the promotion policy/policies which are followed by your organisation.

   a) (i) Within Yes No (ii) Outside Yes No
   b) (i) Formal Yes No (ii) Informal Yes No
   c) (i) Open Yes No (ii) Closed Yes No
   d) (i) Written Yes No (ii) Unwritten Yes No

3. Internal promotion policy is considered better as compared to external. : SA A I S SD

4. Internal promotion policy gives first consideration to the internally qualified and competent employees whenever a vacancy occurs. : SA A I D SD

5. Internal promotion policy demonstrates to employees that they will be rewarded if they work to qualify themselves for higher positions. : SA A I D SD

6. If the organisation adopts internal promotion policy, the employees usually give enthusiasm to their jobs and loyalty to their company. : SA A I S SD

7. Promotion from within reduces recruiting and selection costs. : SA A I S SD
8. Promotion from within reduces the turnover rate and also the turnover costs of the organisation. : SA A I D SD

9. Promotion from within leads to better relations among the organisational members. : SA A I D SD

10. Promotion from within leads to higher productivity and efficiency. : SA A I D SD

11. Promotion from within increases job satisfaction and motivates employees to perform better. : SA A I D SD

12. Internal promotion policy is the best tool to reward competent employees and also to punish incompetents. : SA A I D SD

13. Promotion from within may lead to stagnation in the work group. : SA A I D SD

14. Promotion from within attracts limited applicants for the selection. : SA A I D SD

15. Equally qualified employees may develop ill feelings if they are not promoted at one time. : SA A I D SD

16. The disenchanted individuals not getting promotion might subsequently reduce their output or may even leave the organisation for another job. : SA A I D SD

17. Promotion from within may have negative impact on the organisational productivity and efficiency. : SA A I D SD
18. Do you feel that your organisation follows purely internal promotion policy to fill up the following positions:

i) Managerial
   Yes  No

ii) Supervisory
    Yes  No

iii) Below supervisory
     Yes  No

19. If your organisation accepted the internal promotion policy, have you ever experienced the following positive effects:

i) It gave surety to the employees for promotion if they became qualified for the position.  : SA A I D SD

ii) It has favourable impact on the organisational efficiency and productivity.  : SA A I D SD

iii) It increased job satisfaction and motivated employees.  : SA A I D SD

iv) It facilitated better relations between organisational members.  : SA A I D SD

v) It reduces the rate of turnover  : SA A I D SD

vi) It developed loyalty, high morale and belongingness among the employees.  : SA A I D SD

vii) It reduced the recruitment and selection costs.  : SA A I D SD

20. Have you also experienced the following negative impacts of the internal promotion policy in your organisation:

i) It led to stagnation in the work group  : SA A I D SD
ii) It attracted limited number of applicants. : SA A I D SD
iii) It developed ill feelings among the equally qualified employees who are not promoted at one time. : SA A I D SD
iv) It frustrated and compelled some organisational members (who were equally qualified not promoted) to leave the organisation. : SA A I D SD
v) It is frequently used to humiliate employees. : SA A I D SD

21. It is always better to accept external promotion policy to avoid the following impacts:

i) Stagnation in the work group. : SA A I D SD
ii) Ill feelings among the employees. : SA A I D SD
iii) Limited number of candidates. : SA A I D SD
iv) Cultural stagnation among the employees. : SA A I D SD
v) Indiscipline in the organisation. : SA A I D SD

22. Do you know that your organisation follows external promotion policy to fill up the following positions:

i) Managerial Yes No
ii) Supervisory Yes No
iii) Below Supervisory Yes No
23. Have you experienced that external promotion policy in your organisation led to:

i) Dissatisfaction among the employees.
   : SA A I D SD

ii) Low level of job satisfaction
   : SA A I D SD

iii) Inefficiency and low level of productivity.
   : SA A I D SD

iv) Higher rate of turnover
   : SA A I D SD

v) Disloyalty and low moral of organisational members.
   : SA A I D SD

vi) Overall indiscipline in the organisation.
   : SA A I D SD

24. Do you feel that your organisation follows internal promotion policy because of the pressures from the employees' Union.
   : SA A I D SD

25. To satisfy internal employees and to increase the efficiency of the organisation, both internal as well as external promotion policies shall be adopted.
   : SA A I D SD

26. Organisations should fix the appropriate ratio for external and internal promotions to achieve the higher levels of productivity and efficiency.
   : SA A I D SD

27. Your organisation follows a combination of both external and internal promotion policies to achieve the desired levels
of organisational goals and to satisfy the expectations of organisational members.

28. To fill up higher positions your organisation always considers outsiders and internal candidates and gives preference to internal candidates if both are equally qualified.

29. To fill up middle level positions the organisation promotes internal candidates. External candidate with higher qualifications only are considered.

30. For lower positions the organisation promotes employees from within the organisation.

31. Informal promotion policy is more beneficial for the accomplishment of organisational goals as managers request only those individuals to join the organisation whom they like or with whom they have had previous working experience.

32. Informal promotion policy fixes the accountability relating to abilities of an individual.

33. As against the informal policy, formal promotion policy is considered as the best for the proper promotion of the
candidates, as it emphasises objective evaluation of the responsibilities of a position and an appraisal of the individual's capabilities.

34. An informal promotion policy has been followed by your organisation to fill up the following positions:

   i) Managerial : Yes No
   ii) Supervisory : Yes No
   iii) Below supervisory : Yes No

35. Informal promotion policy gave following results in your organisation:

   i) It increased the efficiency and productivity. : SA A I D SD
   ii) It fixed the accountability on managers. : SA A I D SD
   iii) It reduced the organisational efficiency and productivity. : SA A I D SD
   iv) It developed favouritism in the organisation. : SA A I D SD

36. If informal policy is not being followed by the organisation, do you suggest that such policy should be followed to promote employees to till up following positions in your organisation:

   i) Managerial : Yes No
   ii) Supervisory : Yes No
   iii) Below Supervisory : Yes No
37. If formal promotion policy is followed by your organisation, do you feel that it has led to:

i) Objective evaluation of the responsibilities of a position. : SA A I D SD

ii) Proper appraisal of the individual's abilities. : SA A I D SD

38. If formal promotion system is not being followed by your organisation do you recommend that it should be followed to fill up the following positions:

i) Managerial : Yes No

ii) Supervisory : Yes No

iii) Below supervisory : Yes No

39. Few organisations in India have considered open promotion policy to fill up positions below a certain managerial level. However, for levels above that particular managerial level, the selection is made by following closed promotion policy. Do you agree that such a categorisation is followed by your organisation ? : SA A I D SD

40. Your organisation has accepted open and closed promotion policies to fill up the following positions:

<table>
<thead>
<tr>
<th>OPEN</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Managerial</td>
<td>Yes No</td>
</tr>
<tr>
<td>ii) Supervisory</td>
<td>Yes No</td>
</tr>
<tr>
<td>iii) Below supervisory</td>
<td>Yes No</td>
</tr>
</tbody>
</table>
41. If open and closed promotion policies are not followed by your organisation, do you prefer these policies for your organisation to fill up the following level of positions:

<table>
<thead>
<tr>
<th>Open</th>
<th>Closed</th>
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</thead>
<tbody>
<tr>
<td>i) Managerial</td>
<td>Yes No</td>
</tr>
<tr>
<td>ii) Supervisory</td>
<td>Yes No</td>
</tr>
<tr>
<td>iii) Below Supervisory</td>
<td>Yes No</td>
</tr>
</tbody>
</table>

42. Written promotion policy is always better as compared to unwritten as:

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</thead>
<tbody>
<tr>
<td>i) It is more stable</td>
<td>SA A I D SD</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ii) It gives clarity in the minds of employees.</td>
<td>SA A I D SD</td>
<td></td>
<td></td>
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<tr>
<td>iii) It is authentic</td>
<td>SA A I D SD</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>iv) It can be used as control technique</td>
<td>SA A I D SD</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>v) It can not be misinterpreted</td>
<td>SA A I D SD</td>
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<tr>
<td>vi) It gives psychological satisfaction.</td>
<td>SA A I D SD</td>
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</tbody>
</table>

43. In your organisation you follow written promotion policy. : Yes NO

44. If you do not follow written policy, would you suggest it for your organisation. : SA A I D SD
45. If the promotion policy in your organisation is written, do you degree that it has satisfied the following characteristics:

i) It is stable : SA A I D SD

ii) it gave clarity : SA A I D SD

iii) it is authentic : SA A I D SD

iv) It is used as control technique : SA A I D SD

v) It is never misinterpreted : SA A I D SD

vi) it gave psychological satisfaction : SA A I D SD

46. Do you prefer unwritten promotion policy in your organisation. : Yes NO

PART"D"

1. In any organisation a sound base for promotion is essential to satisfy the organisational goals as well as the goals of an individual. : SA A I D SD

2. In your organisation employees are promoted strictly on the basis of their length of service. : SA A I D SD

3. Under the prevailing circumstances the seniority base for promotion is adjudged as the best in your organisation. : SA A I D SD

4. Most of the employees are feeling satisfied with the seniority base for promotion in your organisation. : SA A I D SD
5. Most of the employees are not taking their responsibilities seriously in your organisation as they are sure of getting promotion on the basis of their seniority. : SA A I D SD

6. To enhance organisational efficiency and to maximize utilisation of talent, the merit base for promotion is the only way out. : SA A I D SD

7. In your organisation employees working at following levels of hierarchy are promoted on the basis of their performance:

i) Managers : Yes No
ii) Supervisors : Yes No
iii) Below Supervisors : Yes No

8. The efficiency and productivity of your organisation is higher as the organisation promotes all those employees who are hard working. : SA A I D SD

9. The merit base for promotion is considered as best under the existing circumstances in your organisation. : SA A I D SD

10. In your organisation the merit base for promotion frustrated those employees who are very senior and not promoted. : SA A I D SD

11. Your organisation should accept both the bases for promotion i.e. seniority as well as merit, to accelerate the efficiency and productivity of the organisation. : SA A I D SD
12. In the name of merit less efficient people are given undue favour in promotions in your organisation.

13. Your organisation adopted very vague criteria in determining merit for the purpose of promotion.

14. Performance appraisals and confidential reports prepared by seniors are neither reliable not enough to promote the employees in your organisation.

15. The merit base for promotion creates problems in a situation where superiors are inefficient in comparison to their subordinates.

16. Please check the criteria adopted by your organisation to fill up the following positions:

**Managerial**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Seniority</td>
<td></td>
<td></td>
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<tr>
<td>ii) Merit</td>
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<tr>
<td>iii) Seniority cum merit</td>
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<tr>
<td>iv) Any Other</td>
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</table>

**Supervisory**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Seniority</td>
<td></td>
<td></td>
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<tr>
<td>ii) Merit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii) Seniority cum merit</td>
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<tr>
<td>iv) Any other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Below Supervisory

i) Seniority : Yes No

ii) Merit : Yes No

iii) Seniority cum merit : Yes No

iv) Any other ____________________ :

17. Apart from the seniority and merit bases for promotion the following factors play significant role in the promotion:

i) Social pressures : SA A I D SD

ii) Political pressures : SA A I D SD

iii) Economic pressures : SA A I D SD

iv) Similarities : SA A I D SD

v) Whims of superiors : SA A I D SD

vi) Personal Biases : SA A I D SD

18. In your organisation too the above mentioned factors play vital role in promotions.

i) Social pressures : SA A I D SD

ii) Political pressures : SA A I D SD

iii) Economic Pressures : SA A I D SD

iv) Similarities : SA A I D SD

v) Whims of superiors : SA A I D SD

vi) Personal biases : SA A I D SD
PART "E"

1. Do you feel that the promotion policy followed by your organisation should be:

   i) Within Yes No i) Outside Yes No
   ii) Formal Yes No ii) Informal Yes No
   iii) Open Yes No iii) Closed Yes No
   iv) Written Yes No iv) Unwritten Yes No

2. Please suggest the promotion policies which your organisation should follow to promote employees for the following positions:

   Managerial
   i) Within Yes No i) Outside Yes No
   ii) Formal Yes No ii) Informal Yes No
   iii) Open Yes No iii) Closed Yes No
   iv) Written Yes No iv) Unwritten Yes No

   Supervisory
   i) Within Yes No i) Outside Yes No
   ii) Formal Yes No ii) Informal Yes No
   iii) Open Yes No iii) Closed Yes No
   iv) Written Yes No iv) Unwritten Yes No

   Below supervisory
   i) Within Yes No i) Outside Yes No
   ii) Formal Yes No ii) Informal Yes No
   iii) Open Yes No iii) Closed Yes No
   iv) Written Yes No iv) Unwritten Yes No
3. The criterial for promotion must be fair. It should be the combination of one's ability, relevant experience and length of service to serve organisational as well as individual goals. : SA A I D SD

4. Selection for promotion must be based on performance appraisals prepared by a committee of superiors or assessment centres. : SA A I D SD

5. The method adopted to appraise the performance must be fair and convincing to the employees. : SA A I D SD

6. There must be no discrimination particularly when the internal promotions are made. : SA A I D SD

7. Unsuccessful internal candidates must be conveyed reasons for their not being successful. : SA A I D SD

8. To satisfy employees and to achieve the optimum efficiency level of the organisation the organisation should classify the posts into three categories i.e. seniority posts, selection posts and promotion posts. : SA A I D SD

9. A policy of promotion from within is unlikely to benefit unless a supply of properly trained staff exists. And, thus, proper training facilities must be developed to ensure equal opportunities to all organisational members. : SA A I D SD
PART "F"

1. Please explain the type & nature of promotion policy accepted by your organisation.

2. Please explain the promotion policy practiced by your organisation to promote employees for the following position:
   Managers:
   Supervisors:
   Below Supervisors:

3. Explain the bases for promotions followed by your organisation to promote:
   Managers:
   Supervisors:
   Below Supervisors:

4. In your opinion what type of promotion policy should be followed by the Indian Organisations and by your organisation:
   Indian Organisations:
   Your Organisation:

5. There are certain serious merits and demerits of seniority, merit and seniority cum merit promotion bases. Can you suggest some sound base for promotion to replace the negative aspects of all the three bases?

6. Any other point which you want to highlight in connection with promotion/promotion policy/promotion bases.
   Promotion: 
   Promotion Policy: 
   Promotion Bases: 