Questionnaire I - for Officers and Assistant Officers

Please tick (✓) against selected choice.

(The data will be treated strictly confidential and will be used for academic purpose only)

1. Do you know the mission of Indian Railways? 1) Yes □  2) No □
   If Yes, Specify ________________________________

2. Since how many years, you are working in railways?
   a. Less than 10 years □
   b. 10 year to 20 years □
   c. More than 20 years □

3. Are you a member of Railway Union? 1) Yes □  2) No □

4. Do you have the following facilities at your department?
   a. Adequate strength of the staff □
   b. Computers □
   c. Adequate furniture □
   d. Latest machinery and technology □
   e. Water and sanitary facilities □

5. Are you satisfied with the human resource policies related to the following area?
   Rate the following policies on five point scale where 1-most satisfied, 2-satisfied, 3-average, 4-less satisfied, 5-least satisfied.

<table>
<thead>
<tr>
<th>Scale</th>
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</thead>
<tbody>
<tr>
<td>a. Salary and perks □</td>
</tr>
<tr>
<td>b. Increments □</td>
</tr>
<tr>
<td>c. Working hours □</td>
</tr>
<tr>
<td>d. Shift duties □</td>
</tr>
<tr>
<td>e. Training □</td>
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<tr>
<td>f. Leave conditions □</td>
</tr>
</tbody>
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S. No._________
g. Promotion policy
h. Transfer policy
i. Performance appraisal
j. Freedom to take decisions
k. Health and welfare facilities
l. Discipline in the department
m. Reward to sincere and honest employees
n. Special facilities for women employees

6. Do following practices exist in your department?
   a. Interference from superiors
      1) Yes ☐  2) No ☐
   b. Pressure of work
      1) Yes ☐  2) No ☐
   c. Absenteeism
      1) Yes ☐  2) No ☐
   d. Malpractices like bribe, fabricating false evidences etc.
      1) Yes ☐  2) No ☐
   e. Political interference in transfer
      1) Yes ☐  2) No ☐

7. Do you have direct access to your superiors in case of a problem in your department?
   a) Yes ☐  b) No ☐

8. How do you maintain discipline with subordinates? (tick whichever options are applicable)
   a. Daily record
   b. Oral warning
   c. Issue of a memo
   d. Punitive action

9. Please make appropriate choices for the following questions.

   9.1 How do you communicate with your subordinates?
      a. Most communication is generated at top level
      1) Yes ☐  2) No ☐
      b. All communication is in writing
      1) Yes ☐  2) No ☐
9.2 How do you share values in the department?
   a. No consideration is given for values
   b. Values are not shared
   c. Values matter only at top level
   d. Values are widely shared

9.3 What is your opinion about leadership in the organization?
   a. Leaders are role models for their people
   b. Leaders set the standards for performance
   c. People follow the leader blindly
   d. People must follow the proper channel as per the rules

9.4 How do you motivate your subordinates?
   a. A pat on back
   b. Written words
   c. Assigning special task
   d. Recommendation for promotion

10. Do you get feedback on your job performance?
    a) Yes  b) No
    Give details.

11. Do you have employee counseling facility?
    a) Yes  b) No

12. Do you have grievance settlement procedure?
    a) Yes  b) No
13. Do you have any stress at work?
   a. Never ☐
   b. Occasionally ☐
   c. Frequently ☐
   d. Very frequently ☐

14. What is your perception about your job?
   a. I feel stagnant in my role  1) Yes ☐  2) No ☐
   b. I hardly get support from my superiors  1) Yes ☐  2) No ☐
   c. I often feel tensed because of the nature of my work  1) Yes ☐  2) No ☐
   d. I am fully satisfied with the job I perform  1) Yes ☐  2) No ☐

15. Do your subordinates co-operate with you?  a) Yes ☐  b) No ☐

16. What do you feel about work life balance?
   a. My job tends to interfere with my family life ☐
   b. I am able to balance job and my family life ☐
   c. My job helps me improve my family life ☐

17. How do you help your subordinates to cope up with the stress?
   ______________________________________________________________
   ______________________________________________________________
18. What is your attitude towards your job? Rate on five point scale where 1-most satisfied, 2-satisfied, 3-average, 4-less satisfied, 5-least satisfied.

   Scale
   a. I am proud to be in railways
   b. I defend railways if anyone criticizes
   c. I will prefer a private sector job than railways

19. Given below are five different aspects of a manager’s work. Under each aspect, four statements of peer. Rate on five point scale where 1-most preferred, 2- preferred, 3-average, 4-less preferred, 5-least preferred.

19.1 What is your way of working with people?
   Scale
   a. I interact with people according to their expertise
   b. I meet people to give instructions and guidance
   c. I interact with only few trusted people
   d. I am socially connected to most of my people

19.2 How do you deal with a problem in your department?
   Scale
   a. I openly discuss with all
   b. I discuss with only few who are experts in the concerned area
   c. I discuss with only those who are close to me
   d. I discuss with a senior person in the department

19.3 What is your communication style?
   Scale
   a. I have an open communication with all
   b. I give instructions and expect them to be carried out
   c. I make available relevant information to my people
   d. I give information to only deserving people
19.4 What is your decision making style? Scale
   a. I only communicate the decision from higher authorities ☐
   b. While taking decision, I maintain cordial relations with all ☐
   c. I encourage experts to participate in decision making ☐
   d. I take decisions myself and only inform the people ☐

19.5 What is your main concern in the department? Scale
   a. To ensure the strict follow-up of rules and regulations ☐
   b. To control staff and maintain good discipline ☐
   c. To maintain friendly working environment amongst employees ☐
   d. To encourage employees to develop their skills and so the organization ☐

20. What efforts you make to improve the work culture in your department?

   ________________________________________________________________
   ________________________________________________________________

21. Name of the Department presently working ______________________

22. Designation
   a. Officers ☐
   b. Assistant Officers ☐
   c. Supervisors ☐

23. Educational qualification
   a. Under Graduate ☐
   b. Graduate ☐
   c. Post Graduate ☐
   d. Others ☐
24. Age
   a. 18 to 25 years
   b. 26 to 45 years
   c. 46 to 60 years

25. Sex
   a. Male
   b. Female

26. Marital status
   a. Married
   b. Unmarried
   c. Widowed/ Divorced/ Separated

27. Monthly income
   a. Rs. 50,000-50,000
   b. Rs. 60,000-70,000
   c. Above Rs. 70,000

28. Number of family members
   a. Less than 3
   b. 3-5
   c. More than 5

29. Native place
   a. In Maharashtra
   b. Outside Maharashtra
Questionnaire II - for Operating Staff/ Clerical Staff

Please tick (✓) against selected choice.

(The data will be treated strictly confidential and will be used for academic purpose only)

1. Do you know the mission of Indian Railways? a) Yes □ b) No □
   If Yes, Specify ______________________________________________________

2. Since how many years, you are working in railways?
   a. Less than 10 years □
   b. 10 years to 20 years □
   c. 20 years to 30 years □
   d. More than 30 years □

3. Are you a member of Railway Union? a) Yes □ b) No □

4. Do you have the following facilities at your department?
   a. Adequate strength of the staff □
   b. Computers □
   c. Adequate furniture □
   d. Latest machinery and technology □
   e. Water and sanitary facilities □

5. Are you satisfied with the human resource policies related to the following area?
   Rate the following policies on five point scale where 1-most satisfied, 2-satisfied, 3-average, 4-less satisfied, 5-least satisfied.

   a. Salary and perks □
   b. Increments □
   c. Working hours □
   d. Shift duties □
   e. Training □
   f. Leave conditions □
g. Promotion policy □
h. Transfer policy □
i. Performance appraisal □
j. Freedom to take decisions □
k. Health and welfare facilities □
l. Discipline in the department □
m. Reward to sincere and honest employees □
n. Special facilities for women employees □

6. Do following practices exist in your department?
   a. Interference from superiors 1) Yes □ 2) No □
   b. Pressure of work 1) Yes □ 2) No □
   c. Absenteeism 1) Yes □ 2) No □
   d. Malpractices like bribe, fabricating false evidences etc. 1) Yes □ 2) No □
   e. Political interference in transfer 1) Yes □ 2) No □

7. Rate the following on the 5 point scale in their level of importance to you where 1 – Most Important, 2 – Important, 3 – Average, 4 – Less Important and 5 – Least Important.

   Scale
   a. Adequate Salary □
   b. Perquisites □
   c. Comfortable working conditions □
   d. Responsibility □
   e. Meaningful work □
   f. Technical Competency □
   g. Sound Organizational Practices □
   h. Job Security □
   i. Interesting Work □
   j. Considerate Superiors □
   k. Respect and Recognition □
   l. Timely Promotion □
8. Do you have direct access to your superiors in case of a problem in your department?
   a) Yes ☐     b) No ☐

9. Do you get feedback on your job performance?     a) Yes ☐     b) No ☐
   Give details.
   _____________________________________________________________________
   _____________________________________________________________________

10. How do you maintain discipline with subordinates? (Tick whichever options are applicable)
    a. Daily record ☐
    b. Oral warning ☐
    c. Issue of a memo ☐
    d. Punitive action ☐

11. Do you have grievance settlement procedure?     a) Yes ☐     b) No ☐
    Give details
    _____________________________________________________________________
    _____________________________________________________________________

12. Is there a facility of employee counseling?     a) Yes ☐     b) No ☐
    If yes, specify details
    _____________________________________________________________________
    _____________________________________________________________________

13. Do you have any stress at work?
    a. Never ☐
    b. Occasionally ☐
    c. Frequently ☐
    d. Very frequently ☐
14. What do you feel about work life balance?
   a. My job tends to interfere with my family life  □
   b. I am able to balance job and my family life  □
   c. My job helps me improve my family life  □

15. What is your attitude towards your job?
   1) I am proud to be in railways    1) Yes □  2) No □
   2) I defend railways if anyone criticizes  1) Yes □  2) No □
   3) I will prefer a private sector job than railways  1) Yes □  2) No □

16. What efforts you make to improve the work culture in your department?

________________________________________________________________________
________________________________________________________________________

17. Name of the Department presently working __________

18. Designation
   a. Group C Staff  □
   b. Group D Staff  □

19. Educational qualification
   a. Under Graduate  □
   b. Graduate  □
   c. Post Graduate  □

20. Age
   a. 18 to 25 years  □
   b. 26 to 45 years  □
   c. 46 to 60 years  □
21. Sex
   a. Male
   b. Female

22. Marital status
   a. Married
   b. Unmarried
   c. Widowed/ Divorced/ Separated

23. Monthly income
   a. Less than Rs. 30,000
   b. Rs. 30,000-40,000
   c. Rs. 40,000-50,000
   d. Above Rs. 50,000

24. Number of family members
   a. Less than 3
   b. 3-5
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25. Native place
   a. In Maharashtra
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