QUESTIONNAIRE

A Questionnaire on Study and Evaluation of Human Resource Development (HRD) Practices in selected Automobile Industries

RESPONDENT – MANAGEMENT

Respondent’s Profile

1. Name and Address of the Organisation:

2. Year of Establishment:

3. Name of the Products:
   (i)
   (ii)
   (iii)
   (iv)

4. Awards/Achievement:

5. Overseas Market (if any):

6. Any other information:
Note: Please tick (✓) mark in appropriate box

Q. 1 Which of the following leadership does your organisation follow?

a. Autocratic : 

b. Democratic : 

c. Benevolent : 

d. Free-Rein : 

e. Others (Please specify) : 

Q. 2 Does the Organisation have a formal System of Human Resource Planning?

a. Yes : 

b. No : 

If YES, who is responsible for Human Resource planning?

a. Top Management : 

b. Human Resource Manager : 

c. Committee Comprising of Department Heads : 

d. Participative Style : 

Q. 3 What is usual term of Human Resource Planning in your Organisation?

a. Below one year : 

b. One to Four Year : 

c. Above Four Year : 

Q. 4 Please mention the data on your Human Resources for Last 5 years

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOP LEVEL MANAGEMENT</th>
<th>MIDDLE LEVEL / SUPERVISOR</th>
<th>SKILLED WORKERS</th>
<th>UNSKILLED WORKERS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
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<tr>
<td>2010-11</td>
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</tbody>
</table>
Q. 5 What are the major functions of Human Resources Department in your organisation?

1. Managerial Functions
   a. Planning : 
   b. Organising : 
   c. Directing : 
   d. Controlling : 

2. Operative Functions
   a. Procurement of Personnel : 
   b. Human Resource Development : 
   c. Compensation : 
   d. Maintenance Function : 
   e. Industrial Relations : 
   f. Human Relations : 

Q. 6 Please mention the data on Employee’s Recruitment in your organisation in the last 5 years

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOP LEVEL MANAGEMENT</th>
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<td>2011-12</td>
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<td>2012-13</td>
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<td>2013-14</td>
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<td>TOTAL</td>
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</tbody>
</table>

Q. 7 Which are the sources of recruitment implemented in your organisation for the following?

1. For Managers
Q. 8 How do you select employees in your organisation?
   a. Seniority
   b. Merit Basis only
   c. References
   d. Above all
   e. Any other (please specify)

Q. 9 Do you have a Induction programme in your organisation
   a. For all Employees YES / NO
   b. For Selected Employees YES / NO

Q. 10 Which of the following training methods do you follow to train and develop your employee?
   a. On the Job Training
b. Off the Job / Seminar / Conferences : 

c. Deputation : 

d. Foreign Collaborations : 

Q. 11 Does your organisation provide extensive training programmes?

a. To the Managers : 

b. To the Supervisors : 

c. To the Workers : 

Q. 12 Please give the data on number of employees trained in your organisation in the last 5 years

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOP LEVEL MANAGEMENT</th>
<th>MIDDLE LEVEL /SUPERVISOR</th>
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<th>UNSKILLED WORKERS</th>
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</tbody>
</table>

Q. 13 How does the organisation decide upon the wage and salary administration by?

a. Negotiations and Bargaining : 

b. Periodical Revisions : 

c. Revisions on the basis of Inflation : 

d. On demand : 

Q. 14 Please give details on salary structure of your employees

a. For Managerial personnel : 

b. For Supervisors : 

c. For Permanent Workers : 

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Q. 15 Which of the following duration do you follow to evaluate the performance of you employees? Please use Tick (✓) Mark

<table>
<thead>
<tr>
<th>Category</th>
<th>Quarterly</th>
<th>Half Yearly</th>
<th>Yearly</th>
<th>Others (Pl. specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Supervisors</td>
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<tr>
<td>Workers</td>
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</tr>
</tbody>
</table>

Q. 16 Which of the following methods do you use to evaluate the performance of your employees? Please use Tick (✓) Mark

<table>
<thead>
<tr>
<th>Category</th>
<th>Traditional</th>
<th>Modern</th>
<th>Combination of both</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td></td>
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<td></td>
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<tr>
<td>Supervisors</td>
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<td></td>
<td></td>
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<tr>
<td>Workers</td>
<td></td>
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</tr>
</tbody>
</table>

Q. 17 What is the average absenteeism found in your unit?

a. Below 5%  

b. Between 5% to 10%  

c. Above 10%  

Q. 18 According to you, which of the following causes of absenteeism found for your employees?

a. Individual  

b. Social  

c. Religious  

d. Others  

Q. 19 Please tick on Employee’s Turn-Over for your company

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Average</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Below 5%</td>
</tr>
<tr>
<td>2</td>
<td>5% to 8%</td>
</tr>
<tr>
<td>3</td>
<td>8% to 10%</td>
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<tr>
<td>4</td>
<td>10% to 15%</td>
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<tr>
<td>5</td>
<td>15% to 20%</td>
</tr>
<tr>
<td>6</td>
<td>Above 20%</td>
</tr>
</tbody>
</table>

Q. 20 Please tick on the reasons for Strikes in your company (if any)
Sr No | Reason | STRIKES
--- | --- | ---
1 | Wages | 
2 | Bonus | 
3 | Incentives and benefits | 
4 | Working conditions | 
5 | Dissatisfaction towards the leadership | 
6 | Against the disciplinary action | 
7 | Stata if any other | 

Q. 21 Do you have system of Worker’s Participation in Management?

a. Yes:

b. No:

Q. 22 Please Tick Mark (✓) against following benefits provided in your organisation.

<table>
<thead>
<tr>
<th>SR. NO.</th>
<th>BENEFITS PROVIDED</th>
<th>TICK MARK (✓)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Legally Required payments</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Old-age Survivor (Disablement Benefit)</td>
<td></td>
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<tr>
<td>2.</td>
<td>Worker’s Compensation</td>
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<td>3.</td>
<td>Unemployed Compensation</td>
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<tr>
<td>B</td>
<td>Contingent and Deferred Benefits</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Pension Plans</td>
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<td>2.</td>
<td>Group Life Insurance</td>
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<td>3.</td>
<td>Group Health Insurance</td>
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<tr>
<td></td>
<td>a. Medical Expenses (Hospitalisation and Surgical)</td>
<td></td>
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<td></td>
<td>b. Disability Income (Short Term and Long Term)</td>
<td></td>
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<td>4.</td>
<td>Guaranteed Annual Wage</td>
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<td>5.</td>
<td>Prepaid Legal Plans</td>
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<td>6.</td>
<td>Maternity Leave</td>
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<td>7.</td>
<td>Paternity Leave</td>
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<td>8.</td>
<td>Child Care Leave</td>
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<td>9.</td>
<td>Sick Leave</td>
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<td>10.</td>
<td>Dental Benefits</td>
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<td>11.</td>
<td>Tuition Benefits</td>
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<td>12.</td>
<td>Suggestion Awards</td>
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<td>13.</td>
<td>Service Awards</td>
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<td>C</td>
<td>Payment for the time not worked</td>
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<td></td>
<td>1. Vacations</td>
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<td>2. Holidays</td>
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<td>D</td>
<td>Other Benefits</td>
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<td></td>
<td>1. Canteen</td>
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<td>2. Uniform</td>
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<td>3. House Facilities</td>
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<td>5. Medical Check-up</td>
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<td>6. Bonus</td>
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<td>7. School for Employee’s Children</td>
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<td>8. Worker Education Programme</td>
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<td>9. Library</td>
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<td>13. Stores</td>
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<td>14. Marriage Gifts</td>
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<td>15. Crèches</td>
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<td>16. Yoga / Meditation</td>
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<td>17. Tool Expenses</td>
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<td></td>
<td>18. Company Car and Subsidies</td>
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</tr>
</tbody>
</table>

Q. 23 According to you how are the Industrial Relations in your company?

   a. Very Good : ☐
   b. Good : ☐
   c. Average : ☐
   d. Poor : ☐
   e. Very Poor : ☐
   f. Can’t Say : ☐

Q. 24 As a Human Resource Manager do you think the benefits have responded positively by the workers and have enhanced higher performance?

   a. Yes : ☐
   b. No : ☐

Q. 25 Are you aware of “HRD Concept”? ☐
Q. 26 Do such additional facilities help in motivating the employees?

a. Yes : 

b. No : 

If yes, please explain briefly
____________________________________________________
____________________________________________________

Q. 27 How do you release increment to your employees?

a. Automatically (according to policy framework) : 

b. On request and recommendation from the employees : 

Q. 28 What are other incentives provided by the organisations to the employees in addition to the above facilities?

a. Awards : 

b. Social gatherings : 

c. Better office environment : 

d. Social Acknowledgement : 

e. More responsibilities on the job : 

f. Tokens : 

g. Treats : 

h. Social Activities (Charity) : 

i. Any other (please specify) : 

Q. 29 How has the employees responded to the facilities provided to them by the organisation? 

Q. 30  Is there any policy for restructuring the benefits and facilities given to the employees?

a. Yes / No :  

b. Yearly :  

c. 3 Yearly :  

d. 5 Yearly :  

e. On demand :  

Q. 31  Does your company have recognized Trade union?

a. Yes :  

b. No :  

If Yes, mention the members in your union :  

Q. 32  Has any dispute arisen in the matter related to wage and salary policies?

a. Yes :  

b. No :  

Q. 33  As a Human Resource manager how would you rate the employee-employer relationship in your organisation?

a. Excellent :  

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Q. 34 What steps do you take if an employee does not perform well?

a. Lay Off
b. Memo
c. Demo
d. Termination
e. Any others (Please specify)

Q. 35 State the Employee Rewards on retirement

a. Provident Fund
b. Gratuity fund
c. Bonus
d. Any others (Please specify)

Q. 36 According to you what is the present status of HRD in your organisation?

a. Poor
b. Average
c. Satisfactory
d. Good
e. Excellent

Q. 37 Give suggestions to improve Human Resource Development (HRD) Practices in Automobile industries
QUESTIONNAIRE

A Questionnaire on Study and Evaluation of Human Resource Development (HRD) Practices in selected Automobile Industries

RESPONDENT – EMPLOYEE

Respondent’s Profile

1. Name : 

2. Designation

3. Type of job : 1. Technical Job 2. Administrative job


3. Purchase 4. Quality Assurance

5. Finance 6. Sales and marketing
5. Education
   : 1. Graduate in Engineering
      2. Diploma in Engineering
      3. Science Graduate
      4. Commerce Graduate
      5. Arts Graduate
      6. Under graduate
      7. ITI / any other technical diploma

   7. State if any other :--------------------------

6. Technical Qualification : 

7. Length of Service : 

8. Total Work Experience : 

Note: Please tick (✔) mark in appropriate box

Q. 1 State the nature of your job
   a. Permanent : 
   b. Temporary : 

Q. 2 State the reason for this job
   a. Inadequate Family income : 
   b. Helping Family : 
   c. Compulsion from family : 
   d. Better living : 

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E. Any others (Please specify) :

Q. 3 Are you required to perform duties on shift basis?
   a. Yes :
   b. No :

Q. 4 State the approach of superiors with subordinates in your organisation
   a. Co-operative :
   b. Strict :
   c. Consultant :
   d. Other :

Q. 5 Are you satisfied with the behaviour of your superiors?
   a. Yes :
   b. No :

Q. 6 Give your opinion about present working condition in your company?
   a. Poor :
   b. Average :
   c. Good :
   d. Excellent :

Q. 7 Are you satisfied with the present working conditions?
   a. Yes :
   b. No :

Q. 8 State your present earning per month
   a. Below Rs. 5000/- :
   b. Between Rs. 5000/- to Rs. 10000/- :
   c. Between Rs. 10000/- to Rs. 20000/- :
   d. Between Rs. 20000/- and above :
Q. 9 State the name of the Employee Union in your organisation

_____________________________________________________

_____________________________________________________

Q. 10 According to you, how are the industrial relations in your company?

a. Very good : ☐
b. Good : ☐
c. Average : ☐
d. Poor : ☐
e. Very poor : ☐
f. Can’t say : ☐

Q. 11 Are you taking care of your colleagues and subordinates?

a. Yes : ☐
b. No : ☐

Q. 12 Do your company take your trade union into confidence before introducing some policy?

a. Almost all time
b. Some time
c. never

Q. 13 Please tick (✔) mark against following facilities provided in your organisation

<table>
<thead>
<tr>
<th>SR.</th>
<th>BENEFITS PROVIDED</th>
<th>E</th>
<th>G</th>
<th>A</th>
<th>BA</th>
<th>P</th>
<th>NE</th>
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1. Pension Plans
2. Group Life Insurance
3. Group Health Insurance
   a. Medical Expenses (Hospitalisation and Surgical)
   b. Disability Income (Short Term and Long Term)
4. Guaranteed Annual Wage
5. Prepaid Legal Plans
6. Maternity Leave
7. Paternity Leave
8. Child Care Leave
9. Sick Leave
10. Dental Benefits
11. Tuition Benefits
12. Suggestion Awards
13. Service Awards

### C Payment for the time not worked

1. Vacations
2. Holidays

### D Other Benefits

1. Canteen
2. Uniform
3. House Facilities
4. Transportation
5. Medical Check-up
6. Bonus
7. School for Employee’s Children
8. Worker Education Programme
9. Library
10. Housing Loan
11. Cultural Activities
12. Sports Meet / Facilities
13. Stores
14. Marriage Gifts
15. Crèches
16. Yoga / Meditation
17. Tool Expenses
18. Company Car and Subsidies

E= Excellent, G= Good, A= Average, BA= Below Average, P= Poor, NE= Not Exist

Q. 14 Are you satisfied with the present benefits and services given by the organisations?
   a. Yes : ☐
   b. No : ☐

Q. 15 State (any three) facilities you prefer the most in your organisation
   1. ______________________________________________________
   2. ______________________________________________________
   3. ______________________________________________________

Q. 16 State facilities with which you are not satisfied in your organisation
   1. ______________________________________________________
   2. ______________________________________________________

Q. 17 Does your work get recognition and appreciation in your organisation?
   a. Yes : ☐
   b. No : ☐

Q. 18 Do you have a good working environment?
   a. Yes : ☐
   b. No : ☐

Q. 19 What are different recognition styles in your organisation?
   a. By giving Awards : ☐
   b. By Social Acknowledgement : ☐
   c. By Token : ☐
d. By giving more authority and responsibilities

Q. 20 How do you make suggestions and representations regarding the improvement and changes in the fringe benefits?

a. Through Supervisors
b. Through Trade union
c. Direct representation
d. No Representation

Q. 21 What is your feeling in respect of the following aspects? Please put tick (✔) mark against appropriate box

<table>
<thead>
<tr>
<th>SR. NO.</th>
<th>ASPECTS</th>
<th>SATISFIED</th>
<th>DISSATISFIED</th>
<th>CAN'T SAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Monetary rewards</td>
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<tr>
<td>2</td>
<td>Facilities</td>
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<td>3</td>
<td>Incentives</td>
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<td>4</td>
<td>Job Security</td>
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<tr>
<td>5</td>
<td>Work Evolution</td>
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<td>6</td>
<td>Job Evaluation</td>
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<td>7</td>
<td>Management of Organisation</td>
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<td>8</td>
<td>Departmental Heads</td>
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<td>9</td>
<td>Training Facilities</td>
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<tr>
<td>10</td>
<td>Working Conditions</td>
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</tbody>
</table>

Q. 22 Give your suggestions to improve Human Resource Development (HRD) Practices in your organisation

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________