Annexure I

Ethical Implications of Human Resource Practices in Organizations

Questionnaire for the purpose of research work

- Respondent’s name:
- Email id:
- Designation:
- Organization:
- Organisation type: Educational Institution / Manufacturing & selling organisation / Bank / Financial institution
- Sector to which the organisation belongs to: Government / Government undertaking / Public Sector / Private / others (please specify)
- Number of Employees (approximately): Between 100 and 500 / between 500 and 1000 / over 1000
- Date:

Please note: The response to this questionnaire will be kept confidential. Your patient response and co-operation is highly solicited and will help to undergo a research on Human resource Management. Your are requested to respond all the questions without any biasedness or prejudices.
Q1. In order to develop human resource does your organisation have a formal (laid down) Human Resource plan?
   1. Yes  2. No

Q2. a) How often does your organisation follow such Human Resource(HR) plan?
   1. Always
   2. Often
   3. Sometimes (i.e. not so often)
   4. Not required to follow.

   b) As a result of such action how well could your organisation staff it with overall efficient manpower?
   1. Excellent
   2. Very good
   3. Good
   4. Fair

Q3. a) What generally is the time frame of Human Resource plan in your organisation?
   1. Short, medium & long term
   2. Short term & medium term
   3. Only short term
   4. Plan as & when required (on an ad-hoc basis).

   b) As a result of following such plan, how well did your organisation succeed in staffing it with efficient manpower at different levels over the years?
   1. Excellent
   2. Very good
   3. Good
   4. Fair
Q4. a) How often does your organisation promote employees?
1. Often (or regularly)
2. Sometimes (not so regularly)
3. Rarely
4. Never

b) As a result of this practice by your organisation, what had been their performances in most of the cases?
1. Excellent
2. Very good
3. Good
4. Fair

Q5. a) How often does your organisation use employee referrals and recommendations or direct recommendations to select employees?
1. Never
2. Rarely
3. Sometimes
4. Frequently

b) How well did it help to staff your organisation with the efficient manpower in various positions in most of the cases?
1. Excellent
2. Very good
3. Good
4. Fair
Q6. a) How frequently does your organisation depend on a particular recruitment agency to recruit and select manpower?
1. Rarely
2. Few recruitments
3. Some (or more than few) of the recruitments
4. Majority of the recruitments

b) By doing this how well have your organisation been staffed with correct type of manpower (or productive or efficient manpower) in those positions?
1. Excellent
2. Very good
3. Good
4. Fair

Q7. a) What is the portion of temporary employees in your organisation?
1. Negligible
2. Minority
3. Around 50-50
4. Majority

b) How well did the part time / temporary employees perform in comparison to the full time employees?
1. Much Superior
2. Superior
3. At par
4. Inferior
Q8.  a) How frequently have your organisation been appointing casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies?
   1. Never
   2. Rarely
   3. Sometimes
   4. Regularly

   b) In this regard, what has been the productivity (or efficiency) of the employees?
   1. Excellent
   2. Very good
   3. Good
   4. Fair

Q9.  a) Trainees or freshers are appointed for full time responsible jobs. How often does your organisation do that?
   1. Never
   2. Rarely
   3. Sometimes
   4. Many times

   b) As a result what have been the job performances of employees?
   1. Excellent
   2. Very good
   3. Good
   4. Fair
Q10. a) Sometimes employees who are not so efficient may not be confirmed in time. In how many cases your organisation practiced this in the recent past?

1. Never
2. Some rare cases
3. On few cases
4. Many cases

b) To what extent the concerned employees' morale got deteriorated?

1. Not deteriorated at all
2. Little deteriorated (less deteriorated)
3. Moderately deteriorated
4. Highly deteriorated

Q11. a) In case of surplus manpower what generally has been the practice in your organisation?

1. Keep them without retrenching.
2. Retrench them with good compensation
3. Retrench them with little compensation (e.g. notice pay in lieu of notice period)
4. Retrench them without compensation.

b) What is the acceptability amongst employees for such an act of your organisation?

1. Excellent
2. Very good
3. Good
4. Fair
Q12. a) How often has your organisation been discriminating (or doing partiality or favouritism) by giving out of the way, special facilities or promotions or more increments to certain employees?

1. Never
2. on rare occasions
3. on few occasions
4. on many occasions

b) As a result of this differential treatment how did the morale of the employees got affected or their morale got deteriorated?

1. Not affected at all (not deteriorated)
2. Less affected (less deteriorated)
3. Affected (moderately deteriorated)
4. Much affected (highly deteriorated)

Q13. a) Sometimes employees at the same level or of same position / capability / qualifications / performance are not given equal opportunities for training and development. How often have your organisation been practicing this?

1. Never.
2. Rarely
3. Sometimes
4. Many times

b) What effect did this have on the morale of the employees?

1. No effect at all
2. Less demoralised
3. Moderately demoralised
4. Highly demoralised
Q14.  a) After performance appraisal, feedback has to be given to the employees / appraises so that they get the opportunity to put forward their views and improve upon the performance. How frequently has your organisation been doing that?
1. All occasions
2. Most of the occasions
3. Few occasions
4. Rarely done

b) As a result of such an exercise what has been their subsequent performance improvements?
1. Significant improvement (high improvement)
2. Some improvement (moderate improvement)
3. Less improvement
4. No improvement.

Q15.  a) The wages and salaries given by your organisation are?
1. Above industry and region specific standards
2. At par with industry and region specific standards
3. Not substantially below industry and region specific standards
4. Substantially below industry and region specific standards

b) What has been the effect, due to this, on the employees’ morale?
1. Employee morale is very high
2. Employee morale is high
3. Employee morale is low
4. Employee morale is extremely low
Q16. a) Working for long hours by employees, without any extra benefits or less benefits, is encouraged to complete the work in time. How frequently does your organisation practice this?
1. Never
2. Rarely
3. Sometimes
4. Always

b) As a result of this practice what had been the effect on motivation of employees?
1. Not affected at all (not de-motivated)
2. Less affected (i.e. less de-motivated)
3. Moderately affected (i.e. moderately de-motivated)
4. Highly affected (i.e. highly de-motivated)

Q17. a) What portion of employees gets provident fund (PF) facilities in your organisation?
1. All
2. Majority
3. Few
4. None

b) As a result of this what is the effect on the motivation of employees in your organisation.
1. Not affected at all (not at all de-motivated)
2. Less affected (i.e. less de-motivated)
3. Moderately affected (i.e. moderately de-motivated)
4. Much affected (i.e. highly de-motivated)
Q18. a) Due to some circumstances, benefits that have been committed to employees could not be given. On how many occasions have that happened in your organisation?
1. Never
2. Rarely
3. Sometimes
4. Many times

b) What has been the effect on the concerned employees' morale due to this?
1. No effect at all (not demoralised)
2. Little effect (less demoralised)
3. Some effect (moderately demoralised)
4. Significant effect (highly demoralised)

Q19. a) Sometimes HRM policies / benefits are not communicated (or suppressed) to employees. How often did your organisation practice that?
1. Never
2. Rarely
3. Sometimes
4. Many times

b) As a result of this what had been the deterioration in the morale of the employees.
1. No effect at all (no deterioration)
2. Little deterioration (less deterioration)
3. Some deterioration (moderate deterioration)
4. Significant deterioration (high deterioration)
Q20. a) As leader, if your organisation’s managers think that their followers make a family, how strongly do they feel as an elder brother or elder sister (who is democratic)
1. Strongly
2. Not so strongly
3. Indifferent
4. Do not like to accept my team as a family (not democratic at all)

b) As a result of such practice how well have your managers inspired their subordinates?
1. Excellent
2. Very good
3. Good
4. Fair

Q21. a) How often did your organisation discriminate (or do partiality or show favouritism) between employees in enforcing discipline in your organisation?
1. Never
2. Rarely
3. Few times
4. On many occasions

b) What effect did this have on the morale of the employees?
1. No effect at all
2. Less demoralised
3. Moderately demoralised
4. Highly demoralised

554
Q22. a) How often have your organisation retained employees by giving false promises?
1. Never
2. Rarely
3. Sometimes
4. Often

b) As a result of this did your organisation succeed in retaining those employees in the long run?
1. Highly successful
2. Successful (moderately)
3. Less successful.
4. Not successful

Q23. a) How often did your organisation fail to act after listening to the demands or grievances of employees?
1. Never
2. Rarely
3. Sometimes
4. Many times

b) As a result of this how the employee morale got affected or got deteriorated?
1. Not affected (not deteriorated)
2. Little affected (less deteriorated)
3. Moderately affected (moderately deteriorated)
4. Much affected (highly deteriorated)
Q24. a) How often does your organisation put work pressure on employees?
1. Never
2. Rarely
3. Sometimes
4. Many times

b) What had been the deterioration in the morale of the employees?
1. No effect (no deterioration)
2. Little deterioration (less deterioration)
3. Some deterioration (moderate deterioration)
4. Significant (or much) deterioration (high deterioration)