APPENDIX - I

POST GRADUATE DEPARTMENT OF BUSINESS STUDIES
SARDAR Patel UNIVERSITY
VALLABH VIDYANAGAR - 388120

“HUMAN RESOURCE DEVELOPMENT: POLICIES AND PRACTICES IN SELECTED PRIVATE SECTOR BANKS OF FOUR MAJOR CITIES IN GUJARAT”

Respected Sir,

I, Ms. Darshana S. Rohit, Assistant Professor, Department of Business Studies, Sardar Patel University, Vallabh Vidyanagar, am conducting a research work for the Degree of Doctor of Philosophy in the subject of Commerce. I would like to have your response in the survey being undertaken as a part of doctorate research.

It would be very kind of you to spare your precious time for the same. I assure you that the responses will be used only in aggregate, wholly and solely for the purpose of research and will be kept strictly confidential.

I will be indeed thankful to you for filling and submitting the Questionnaire attached along with. Please read the questionnaire carefully and give your answers as indicated. Please try to answer all the questions in the survey.

I expect you to extend your cooperation for successful completion of this research work.

Ms. Darshana S. Rohit
(Research Scholar)
QUESTIONNAIRE

INSTRUCTIONS
1. Your honest response will help research work.
2. The response will be kept strictly confidential.
3. Kindly give your immediate response as it is not a judgemental effort.
4. Put tick mark (✔) against the relevant information.
5. Items are graded on a 5 point scale (strongly agree, agree, neutral, disagree and strongly disagree) where SA, A, N, D, SD represent the degree respectively.

SECTION - I
PERSONAL PROFILE OF THE RESPONDENTS

1. Name of the Respondent: _____________________________________________________________
   (Surname) (Name) (Father's/Husband Name)

2. Name of the Bank: _________________________________________________________________

3. Place of the Branch: ______________________________________________________________

4. Designation of the Respondent: _____________________________________________________

5. Length of Service in the Bank (In completed years): _________________________________

6. Age Group: 25-30 years ☐ 31-35 years ☐ 36-40 years ☐ 41-45 years ☐ 46-50 years ☐ 50 years & above ☐

7. Gender: Male ☐ Female ☐

8. Educational Qualification: Graduate ☐ Post Graduate ☐

9. Marital Status: Married ☐ Unmarried ☐ Divorced ☐ Widower ☐

10. Total Experience: 0-5 years ☐ 5-10 years ☐ 10 years & above ☐
### A. RECRUITMENT AND SELECTION

1. State the manpower capacity of your bank
   - a. Over manpowered
   - b. Under manpowered
   - c. Balanced

2. Kind of recruitment sources used by the bank
   - d. Newspapers
   - e. Professional Journals and Periodicals
   - f. Campus Recruitment
   - g. Employee Referral
   - h. Consultancies
   - i. Friends or Relatives

3. State the method that bank adopts while recruiting new employees
   - a. Only Written Tests
   - b. Group Discussions
   - c. Only Interview
   - d. Merit of qualifying examination
   - e. Written test followed by interview
   - f. Direct appointment by the head of the bank

4. Attributes preferred for recruitment and selection procedure by the bank
   - a. Experience
   - b. Qualification
   - c. Both
   - d. Other

5. State the reason of imbalanced manpower in your bank
   - a. Not applicable
   - b. Unplanned recruitment
   - c. External pressures
   - d. Lower level of performance of existing employees

### B. TRAINING AND DEVELOPMENT

6. State the purpose of training and development programmes used by the bank
   - a. To achieve organizational and individual objectives
   - b. To achieve only organizational objectives
   - c. To achieve only individual objectives
   - d. To achieve departmental objectives

7. Main sources/methods used by the bank for identifying training needs
   - a. Appraisals (Be self, peer or co-workers, superiors and by experts)
   - b. Technical study, skill analysis, competency mapping
   - c. Based on promotion/job rotation
   - d. Based on supervisory recommendations
   - e. Opinions of external and internal experts
8. State the most effective training and development method according to your perception in on the job/off the job
   a. Special assignments
   b. Lectures and Coaching
   c. Group Discussions
   d. Conference and Workshops
   e. Case Studies
   f. Role Play

9. State the constraints highly faced at the time of training and development
   a. Communication barriers
   b. Subject barriers
   c. Time constraints
   d. Method of teaching
   e. Proper and adequate facilities and equipment
   f. Adequate interaction between trainer and trainees

10. State the most fruitful outcome of training and development programmes
    a. Increased individual efficiency
    b. Updated knowledge
    c. Improved interpersonal relationship
    d. Career development
    e. Improving organizational efficiency
    f. All of the above

C. JOB SATISFACTION

11. State the highly responsible factor for your job satisfaction
    a. Level of job security
    b. Interpersonal relationship
    c. Flexibility and independence
    d. Personal growth and development
    e. Career opportunities
    f. Salary with respect to experience

12. State the highly effective salary factor for your job satisfaction
    a. Salary paid and annual salary increment
    b. Other financial benefits
    c. Overtime allowances
    d. Frequency and amount of bonuses

13. State the highly affecting working environment factor for your job satisfaction
    a. Working environment
    b. Safety and security
    c. Rules and regulations
    d. Availability of resources
    e. Working hours
    f. Culture of the bank

14. State the most effective management behaviour factor for your job satisfaction
    a. Fairness in promotions
    b. Fairness in performance evaluation
    c. Communication
    d. Freedom to express opinions
    e. Recognition of performance
    f. Commitment to professional development

15. State your overall level of job satisfaction in bank
    a. Very unhappy
    b. Somewhat unhappy
    c. Neither happy nor unhappy
    d. Somewhat happy
    e. Very happy
### D. PERFORMANCE APPRAISAL

16. State which performance appraisal method used by the bank
   - a. Management by objectives
   - b. 360 Degree Appraisal Method
   - c. Rating Scale
   - d. Checklist
   - e. Performance test
   - f. Confidential records

17. Which problem is a great barrier in the performance appraisal system in your bank?
   - a. Biased in communication
   - b. Assessment become vague
   - c. Potentialities are ignored
   - d. Raters errors

18. State the time limit for making performance appraisal in your bank
   - a. Monthly
   - b. Quarterly
   - c. Half-Yearly
   - d. Annually

19. Which is the most dimension covered by the bank for performance appraisal?
   - a. Helps in achieving goals
   - b. Helps in improving employees performance
   - c. Helps to change employees behaviour
   - d. Helps to improve motivation and job satisfaction among employees

20. Do you participate in performance appraisal of your bank?
   - a. Always
   - b. Often
   - c. Sometimes
   - d. Never

### E. COMPENSATION

21. What type of salary increases are granted to the employees by the bank?
   - a. Automatic progression
   - b. Cost of Living
   - c. Length of service
   - d. Merit

22. What form of contingent and deferred benefits you receive from the bank?
   - a. Medical facilities
   - b. Transportation facilities
   - c. Annual increment
   - d. Pension
   - e. Housing facilities
   - f. Child tuition fees

23. How does the bank decide upon the wage and salary administration?
   - a. Negotiation and Bargaining
   - b. Periodical revision
   - c. On demand
   - d. Revision in the basis of inflation

24. “Employee’s first preference is money-nothing could change it so far”.
   - a. Perfectly agree
   - b. Moderately agree
   - c. Moderately disagree
   - d. Perfectly disagree

25. Wage fixation institutions like Wage Boards, Pay Commissions etc. are considered sincerely before fixing remuneration?
   - a. Yes
   - b. No
   - c. Uncertain
   - d. No idea
### F. PROMOTION

26. When does most promotion in your bank occur?
   a. As needed  
   b. Annually  
   c. Half-yearly  
   d. Quarterly

27. Which is the most important basis of promotion adopted in your bank?
   a. Age-group preference  
   b. Seniority  
   c. Education  
   d. Promotion by examinations  
   e. Multi-disciplinary knowledge  
   f. Pressure on the supervisor

28. Which type of promotion have you enjoyed in the bank?
   a. Movement to an authoritative position  
   b. Movement to a highly-skilled and highly-evaluated job  
   c. In-grade progression (up-gradation)  
   d. Widening duties and responsibilities with some increase in payment

29. Give your opinion that proper promotion policy is badly needed for retention of competent employees in the bank.
   a. Perfectly agree  
   b. Moderately agree  
   c. Moderately disagree  
   d. Perfectly disagree

30. What is your opinion about the promotional strategies used by the bank is based on the performance?
   a. Excellent  
   b. Satisfactory  
   c. Unsatisfactory

### G. QUALITY OF WORK LIFE

31. State your opinion that which pay factor of the bank is highly responsible to quality of work life
   a. Basic pay  
   b. Annual increment  
   c. Incentives  
   d. Other allowances

32. State your opinion that which employee benefiting factor of the bank is highly responsible to quality of work life
   a. Medical reimbursement  
   b. Transport facilities  
   c. Safety measures  
   d. Promotion policy  
   e. Pension schemes  
   f. Gratuity

33. State your opinion that which democracy factor at the workplace of the bank is highly responsible to quality of work life
   a. Freedom to use skills  
   b. Freedom of expression of difficulties  
   c. Freedom to suggest  
   d. Freedom to get information  
   e. Freedom to follow own methods of doing
34. State your opinion that which occupational stress of the bank is highly responsible to quality of work life
   a. Leadership style is not good
   b. Attitude of superior is not good
   c. Grievance redressal not available
   d. Job is monotonous
   e. Overload of work
   f. Work environment is not satisfactory

35. State the best bank strategy to improve the quality of work life
   a. Job enrichment and job redesign
   b. Autonomous work redesign
   c. Suggestion system
   d. Job security
   e. Flexibility in work schedules

H. MOTIVATION

36. Which intrinsic motivational factor your satisfaction level in the bank
   a. Recognition
   b. Responsibility
   c. Achievement
   d. Work itself

37. Which extrinsic motivational factor your satisfaction level in the bank
   a. Salary
   b. Working conditions
   c. Bank policies
   d. Interpersonal relation

38. Which of the following factor of the bank motivates you most?
   a. Salary increase
   b. Promotion
   c. Fringe benefits
   d. Motivational talks

39. Which of the following factor de-motivates you the most?
   a. Bank policies and administration
   b. Working conditions
   c. Personal Life
   d. Relationship with superiors and subordinates

40. How motivated do you feel in your present bank job?
   a. Very motivated
   b. Fairly motivated
   c. Not very motivated
   d. Not at all motivated

I. CAREER DEVELOPMENT

41. How bank ensures continuous career development of the employees?
   a. Skill development
   b. Knowledge building
   c. Workshops
   d. Exposure to on the job training

42. Which one of the following aspects highly contributes to your career development?
   a. Clarification of goals and objectives
   b. Providing career self-management training
   c. Better work environment
   d. Recognition for good performance
43. Which one of the following leadership style prevailing in the bank affects to your career development?
   a. Ethical behaviour
   b. Reducing frustration barriers
   c. Developing teamwork
   d. Moral support
   e. Supervisor’s encouragement
   f. Effective decision making

44. What is the impact of training and development programmes on your career development?
   a. Helps to achieve personal goals and aspirations
   b. Helps to develop new ideas
   c. Helps to develop personality
   d. Useful in long-term development
   e. Helps in promotion
   f. Helps to reduce job related stress

45. Do you agree that bank helps you to develop their self and career development?
   a. Perfectly agree
   b. Moderately agree
   c. Moderately disagree
   d. Perfectly disagree

J. EMPLOYEE RETENTION

46. What is the rate of attrition among employees in your bank?
   a. Severe
   b. Moderate
   c. Negligible

47. What kind of retention facilities bank provides to retain the employees?
   a. Conveyance charges
   b. Attractive salaries
   c. Promotions
   d. Adequate fringe benefits

48. Which of the following motivational aspect retains you in the job?
   a. Reputation of the bank
   b. Good management policies
   c. Salary improvement
   d. Better working conditions
   e. Better incentives
   f. Career development

49. Which is the best strategy of the bank to retain their employees?
   a. Empower the employees
   b. Competitive remuneration
   c. Proper rewarding
   d. Employee engagement

50. Do you agree that bank productivity in highly affected in retaining competent employee?
   a. Perfectly agree
   b. Moderately agree
   c. Moderately disagree
   d. Perfectly disagree
**SECTION – III**

**RESPONDENT’S PERCEPTION ON DIFFERENT ASPECTS OF HRD POLICIES AND PRACTICES ADOPTED/FOLLOWED BY THE BANK**

[Please give your opinion to what extend you agree that the different HRD aspects are highly effective or highly satisfactory]

<table>
<thead>
<tr>
<th>A. RECRUITMENT AND SELECTION</th>
<th>No.</th>
<th>Particulars</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td>Recruitment and selection system followed by the bank is well defined, scientific and rigorous</td>
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<td>2.</td>
<td></td>
<td>Selection system selects the candidate having desired knowledge, skills and attitudes</td>
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<td>3.</td>
<td></td>
<td>Valid and standardized tests are used in the selection process of the employees</td>
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<td>4.</td>
<td></td>
<td>Comprehensive selection process is used before rendering a decision</td>
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<td>5.</td>
<td></td>
<td>Unbiased test and interviewing techniques are used for employee selection</td>
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<tr>
<th>B. TRAINING AND DEVELOPMENT</th>
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<td>6.</td>
<td></td>
<td>Training programmes are periodically reviewed and improved</td>
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<td>7.</td>
<td></td>
<td>Investment in training and development programme depends upon the gap between skill and knowledge required and available</td>
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<td>8.</td>
<td></td>
<td>Training and development programmes greatly affect the behavioural changes (like increase confidence, encourage creativity, develop proactiveness, improve morale and better analytical ability)</td>
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<td>9.</td>
<td></td>
<td>Methods and teaching aids used, facilities and equipments provided are most appropriate and effective</td>
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<td>10.</td>
<td></td>
<td>Helps to deal successfully with the complex nature of challenges that confront the bank</td>
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<tr>
<th>C. JOB SATISFACTION</th>
<th>No.</th>
<th>Particulars</th>
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<tbody>
<tr>
<td>11.</td>
<td></td>
<td>Comfortable working environment is provided (like space, light, seating arrangement, air condition, etc.)</td>
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<td>12.</td>
<td></td>
<td>Adequate rights and authorities is given for taking decision at work</td>
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<td>13.</td>
<td></td>
<td>Experienced or observed discrimination or harassment at the bank</td>
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<td>14.</td>
<td></td>
<td>Enough opportunity to interact with other employees on a formal or informal level</td>
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<td>15.</td>
<td></td>
<td>Job is highly repetitive and boredom and feel under pressure at work</td>
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### D. PERFORMANCE APPRAISAL

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<th>No.</th>
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<tbody>
<tr>
<td>16.</td>
<td>Performance appraisal system in the bank is growth and development oriented</td>
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<tr>
<td>17.</td>
<td>Employees and provided performance based feedback and counseling</td>
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<tr>
<td>18.</td>
<td>Performance appraisal system is unbiased and transparent</td>
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<tr>
<td>19.</td>
<td>Performance appraisal information is used for bonuses, promotions, motivations and selected training</td>
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<tr>
<td>20.</td>
<td>Performance appraisal system is modern and uses the latest techniques and technology</td>
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### E. COMPENSATION

<table>
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<tr>
<th>No.</th>
<th>Particulars</th>
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<tbody>
<tr>
<td>21.</td>
<td>Compensation offered by the bank match the expectancy of the employees</td>
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<tr>
<td>22.</td>
<td>Compensation of the employees is directly linked to their performance</td>
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<td>23.</td>
<td>Compensation plan is revised accordingly with the economic situation</td>
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<td>24.</td>
<td>Pay incentives such as bonus or profit sharing are an important part of the compensation strategy in the bank</td>
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<td>25.</td>
<td>Annual increment is given as per the standards</td>
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### F. PROMOTION

<table>
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<th>No.</th>
<th>Particulars</th>
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<tbody>
<tr>
<td>26.</td>
<td>Employees have been getting promotion as per their qualifications and experience</td>
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<tr>
<td>27.</td>
<td>Promotions are made on merit in this bank</td>
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<tr>
<td>28.</td>
<td>Promotions are based on potential of employees rather than present performance</td>
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<tr>
<td>29.</td>
<td>Promotion policy of the bank includes extraneous considerations e.g. political recommendation</td>
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<td>30.</td>
<td>Cash award/salary increase/promotion getting for outstanding performance</td>
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### G. QUALITY OF WORK LIFE

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<th>No.</th>
<th>Particulars</th>
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<tbody>
<tr>
<td>31.</td>
<td>Genuine grievances are redressed satisfactorily by the management.</td>
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<td>32.</td>
<td>Welfare facilities provided are adequate (like pension, medical, transport, housing facilities, etc)</td>
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<td>33.</td>
<td>Your job yields too much stress (physically, emotionally and mentally)</td>
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<td>34.</td>
<td>You are satisfied with the Job enlargement and</td>
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X
enrichment policy of the bank

35. Consulted and respected in major decision making by both subordinates and superiors

### H. MOTIVATION

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<th>No.</th>
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<tbody>
<tr>
<td>36.</td>
<td>Sympathetic and caring attitude of superiors and top management motivates me to work harder</td>
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<td>37.</td>
<td>Skilled training provides the confidence to put more effort to perform better in job</td>
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<td>38.</td>
<td>Diverse perspectives are valued/personal views are accepted</td>
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<td>39.</td>
<td>Motivated by giving authority to make decisions necessary to accomplish assigned tasks</td>
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<td>40.</td>
<td>Awards/Recognitions are used as a technique for motivating both the employee and his/her family.</td>
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### I. CAREER DEVELOPMENT

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<tbody>
<tr>
<td>41.</td>
<td>Supervisor regularly discusses with them about career development</td>
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<td>42.</td>
<td>Adequate and relevant knowledge and skills are acquired through the training programs</td>
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<td>43.</td>
<td>Adequate preparation or orientation is given on knowledge and skill, before being assigned new roles.</td>
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<td>44.</td>
<td>Employees get career guidance from their supervisor without any hesitation</td>
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<td>45.</td>
<td>Job rotation in the bank is done to facilitate employee’s development</td>
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### J. EMPLOYEE RETENTION

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<tbody>
<tr>
<td>46.</td>
<td>As far as possible, employees are retrained and redeployed rather than being de-recruited</td>
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<td>47.</td>
<td>Bank does not cultivate a hire and fire image although inefficiency of the employee.</td>
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<td>48.</td>
<td>Bank has a well defined termination pay policy that is equitable</td>
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<td>49.</td>
<td>You constantly look forward for change in job as allotted job task is monotonous</td>
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<td>50.</td>
<td>Weaknesses of employees are communicated to them in a nonthreatening-way</td>
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