Appendix-1
Questionnaire for the Employees

I Rajiv Kumar, working as a Research Scholar in Department of Commerce, Punjabi University Patiala. My topic of Research is “Human Resource Management- A Study of Cooperative Banks in Haryana”. You are requested to fill the questionnaire. Information provided by you will be kept confidential and will be used only for research purpose.

Identification:

1. Name (Optional) ______________________________
2. Name of Bank ______________________________
3. Department or Branch __________________________
4. Age :
   (a) Upto 25 years ☐
   (b) 26 years to 35 years ☐
   (c) 36 years to 45 years ☐
   (d) 46 years and above ☐

5. Educational Qualification:
   (a) Matric ☐
   (b) Graduate ☐
   (c) Post Graduate ☐
   (d) Diploma or Professional Qualification ☐
or any other Qualification

6. Designation at present:
   (a) Manager ☐
   (b) Accountant ☐
   (c) Clerk/Secretary ☐
   (d) Sub staff ☐

7. Work Experience in the Organization:
   (a) Less than 10 years ☐
   (b) 10 years to 20 years ☐
   (c) 20 years to 30 years ☐
   (d) More than 30 years ☐
   (e)
1. How did you come to the Job in the Cooperative bank?
   (a) Through Employment exchange
   (b) Through Newspaper Advertisement
   (c) Through Deputation
   (d) Through any other Source

2. What method of selection is adopted by your organization while recruiting new employees?
   (a) Merit of qualifying examination
   (b) Written test followed by interview
   (c) Only written test
   (d) Only interview
   (e) Direct Appointment at the recommendation of head of the organization
   (f) Any other (please specify) __________________

3. Which method of selection, you support for future recruitment?
   (a) Merit of qualifying examination
   (b) Written test followed by interview
   (c) Only written test
   (d) Only interview
   (e) Direct Appointment at the recommendation of head of the organization
   (f) Any other (please specify) __________________

4. How many times you were promoted?
   (a) Never   (b) Once   (c) Twice   (d) Thrice
   (e) More than three times

5. What is the Promotional Policy of your organization?
   (a) Seniority
   (b) Merit
   (c) Merit cum seniority
   (d) Written test with merit
   (e) Any other (Please specify)______________________
6. What method of promotion do you support?
   (a) Seniority
   (b) Merit
   (c) Merit cum seniority
   (d) Written test with merit
   (e) Any other (Please specify) __________________________

7. Have you ever been transferred?
   (a) Yes
   (b) No

8. If yes, the reasons for transfer are:
   (a) Promotion
   (b) Political interference
   (c) Due to Surplus pool of employees
   (d) Any other (please specify) __________________________

9. Does your organization have any performance appraisal system?
   (a) Yes
   (b) No

10. What according to you, the purpose of performance appraisal is
    (a) Assessment of individual performance at job
    (b) Assessment of training needs
    (c) Potential for promotion
    (d) Assessment of Individual weaknesses
    (e) Tool in hand of management for controlling the employee's performance

11. What is your opinion about the financials return in your organization?
    (a) Extremely remunerated
    (b) Fairly remunerated
    (c) Moderately remunerated
    (d) Rather Low
    (e) Extremely Low
12. (a) Whether your pay is revised?
   (a) Yes  
   (b) No 
   (b) After how many years you want revision of your pay?
   (a) 4 years  (b) 6 years (c) 8 years (d) 10 years 

13. Does your organization take interest in the welfare of employees?
   (a) Yes  
   (b) No 

14. What are the Welfare facilities provided by your organization (please specify)
   a. __________________________________________
   b. __________________________________________
   c. __________________________________________
   d. __________________________________________
   e. __________________________________________
   f. __________________________________________
   (a) What is your opinion about the welfare facilities?
   (a) Highly commendable  
   (b) Fairly commendable  
   (d) Moderately commendable  
   (e) Inadequate  
   (f) Extremely poor  

15) Does your organization follow the training policy for new employees and old employees?
   (a) Yes  
   (b) No 
   (a) Your organization training policy is
   (a) Need based  
   (c) Cadre based  
   (b) Have you ever been sent for training by your bank?
   (a) Yes  
   (b) No
(c) If no, do you think there is need for training programmes?
   (a) Yes  
   (b) No  

(d) If yes, what is the criterion for selection of trainees for training?
   (a) On the basis of demand sent by STC
   (b) On the basis of job problems
   (c) On the basis of seniority
   (d) Any other (please specify)______________________________

(e) What was centre of training?
   (a) Only sent to Staff Training College (STC) 
   (b) Sent to Other National Level Institutes also

EMPLOYEES SATISFACTION WITH REGARD TO HUMAN RESOURCE MANAGEMENT PRACTICES

These are the statements on the satisfaction of the employees with HR practices followed in the Cooperative Banks. There are five cells against each statement indicating strongly agree, agree, neutral, disagree, and strongly disagree. You have to tick (√) mark to express responses for each statement. The answer and information given by you will be held confidential. Hence please express yourself freely and frankly.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Manpower in Cooperative Banks is inadequate</td>
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<td>2.</td>
<td>Reservation Policy of Government is followed strictly in Cooperative banks</td>
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<td>3.</td>
<td>Employees on deputation block the promotion channel for internal employees?</td>
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<td>4.</td>
<td>Transfer policy of your bank is fair.</td>
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<td>5.</td>
<td>Transfer of employee adversely affects the motivation level of employee regarding job.</td>
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<td>6.</td>
<td>The appraisal system provides an opportunity for self-review and reflection to employees.</td>
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<td>7.</td>
<td>The management officer takes the appraisal seriously.</td>
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<td>8.</td>
<td>The emolument (Salary) in your bank is higher than other commercial banks.</td>
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<td>S. No.</td>
<td>Question</td>
<td>Highly Satisfied</td>
<td>Satisfied</td>
<td>Indifferent</td>
<td>Dissatisfied</td>
<td>Highly Dissatisfied</td>
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<tr>
<td>1</td>
<td>Are you satisfied with recruitment practices followed in your Bank?</td>
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<td>2</td>
<td>Are you satisfied with Promotional Policy followed by your Bank?</td>
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<td>3</td>
<td>Promotional Avenues in Cooperative Banks are Adequate?</td>
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<td>4</td>
<td>Are you satisfied with the transfer practices of your bank?</td>
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<td>5</td>
<td>Are you satisfied with the performance appraisal system of your organization?</td>
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<td>6</td>
<td>Are you satisfied with revised pay scales of your organization?</td>
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<td>7</td>
<td>Are you satisfied with the welfare facilities of your organization?</td>
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<td>8</td>
<td>Are you satisfied with the training practices of your organization?</td>
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</table>
However, you have some problems with the HRM Policies/Practices of your bank. Please explain it, and provide suitable suggestion for improvement in the HR practices in your Cooperative Bank.

**Recruitment**

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___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

**Promotion and transfer**

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___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

**Performance Appraisal**

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___________________________________________________________________________________
___________________________________________________________________________________

**Salary Management and welfare facilities**

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___________________________________________________________________________________
___________________________________________________________________________________

**Training**

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

*Thanks for your Kind Cooperation*