

# APPENDIX – QUESTIONNAIRE

## A Study on Impact of Human Resources Systems on Performance of the Selected Organizations

<b>Demographic Information</b>
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**Name of the Company:** \_\_\_\_\_

**Business Unit Name: (If applicable)** \_\_\_\_\_

**Name of the respondent:** \_\_\_\_\_

**Designation:** \_\_\_\_\_ **Gender:** \_\_\_\_ **Male/ Female:** \_\_\_\_\_

**Qualification:** \_\_\_\_\_ **Years of Experience:** \_\_\_\_\_

**Age:** \_\_\_\_\_ **Marital Status:** \_\_\_\_\_

**Address:** \_\_\_\_\_

\_\_\_\_\_

**What is your role in the organization?**

Manufacturing

Accounts/Finance

Human Resources

Procurement

Information Technology

Human Resources

Sales/Marketing

International Business

Other

**What is the total number of employees in your organization?**

Under 499

500 to 2499

2500 to 4999

5000 to 9999

10000 or more

**What is your organization total revenue (Million Rs. Last year)**

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**What is your organizational structure?**

Global (high level of global integration)

Multinational (national/regional operations act independently of one another)

National (operations in one country only)

**What is your organization’s primary industry?**

Agricultural

Chemicals

Communications

Consumer goods

Education

Energy/Utilities

Entertainment/hospitality

Financial services/banking

Food products

Government

High Tech/Telecom

Hospital/Healthcare/ insurance

Manufacturing

Mining/petroleum

Nonprofit

Pharma/biotech/medical device

Retail

Services

Other (please specify)

**Compared to past five years :**

Statement	At an all time low level	Worse	Same	Better	At an all time high level
<b>Your revenue growth is</b>					
<b>Your market share is:</b>					
<b>Your profitability is:</b>					
<b>Your customer satisfaction is:</b>					

Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
<b>HR Systems- Human Resources Planning</b>					
We have a formal system of Human Resources Planning					
We plan our Human Resources requirement well in advance					
Our HR planning system is aligned with business requirement					
Our HR planning system is able to provide manpower as per business needs					
Human Resources Planning is considered as an important system in our organization					
In manufacturing we get manpower based on time & motion study/job evaluation.					
Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
<b>HR Systems- Recruitment</b>					
We have a structured recruitment system					
Our recruitment system is properly documented and followed					
The recruitment system encompasses a systematic approval of positions					
Recruitment system has a definite budget					
Required talent is available in time					
New joinees are found to be right fit for the job					
Cost of recruitment appears to be proportionate to the quality of candidates recruited					
Interviews take care of technical as well as personality and attitude aspects of the candidate					
Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
<b>HR Climate</b>					
The top management of this organization goes out of its way to make sure that the employees enjoy their work					
The top management believes that human resources are extremely important resources and they have to be treated more humanly.					
Development of the subordinates is seen as an important part of the job by managers / officers here					
The personnel policies of this organization facilitates employee development					
The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees					
Senior officers/executives in this organization take active interest in their juniors and help them to learn their job.					

Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
People lacking competence in doing their job are helped to acquire competence rather than being left unattended.					
The managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life.					
People in the organization are helpful to each other					
Employees in this organization are very informal and do not hesitate to discuss their personal problems with their superiors					
The psychological climate in the organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills					
Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up					
The top management of this organization makes efforts to identify and utilize the potential of the employees					
Promotion decisions are based on the suitability of the promotee rather than favoritism					
There are mechanisms in this organization to reward any good work done or any contribution made by employees.					
When an employee does good work, his/her supervising officer takes special care to appreciate it.					
Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism					
People in this organization do not have any fixed mental impressions about each other					
Employees are encouraged to experiment with new methods and try out creative ideas					
When an employee makes a mistake, his/her supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him/her or discouraging him/her					
Weaknesses of employees are communicated to them in a non-threatening way.					
When behavior feedback is given to employees they take it seriously and use it for development					
Employees in this organization take pains to find out their strengths and weaknesses from their supervisory officers or colleagues.					
When employees are sponsored for training, they take it seriously and try to learn from the programs they attend.					
Employees returning from training programs are given opportunities to try out what they have learned.					
Employees are sponsored for training programs on the basis of genuine training needs.					
People trust each other in this organization					

Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
Employees are not afraid to express or discuss their feelings with their subordinates.					
Employees are encouraged to take initiatives and do things on their own without having to wait for instructions from supervisors.					
Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization					
When seniors delegate authority to juniors, the juniors use it as an opportunity for development.					
Team spirit is high order in this organization					
When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back					
Career opportunities are pointed out to the juniors by the senior officers in the organization					
The organization's future plans are made known to the management staff to help them develop their juniors and prepare them for the future.					
This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose.					
Job rotation in this organization facilitates employee development					
Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
<b>Training Effectiveness</b>					
Induction training is given adequate importance in this organization					
Induction training is well planned					
Induction training is of sufficient duration					
Induction training provides an excellent opportunity for newcomers to learn comprehensively about this organization.					
Our induction training is periodically evaluated and improved.					
The employees are helped to acquire technical knowledge and skills through training					
There is adequate emphasis on developing managerial capabilities of the management staff through training.					
Human relations competencies are adequately developed in this organization through training in human skills.					
Training of workers is given due importance in this organization.					
Employees in this organization participate in determining the training they needs.					
In-company programs are handled by competent faculty.					

Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
The quality of in-company programs in this organization is excellent.					
Senior line managers are eager to help their juniors develop through training.					
There is a well designed and widely shared training policy in the company.					
<b>Performance Management System</b>					
The executive appraisal system in this organization provides an opportunity for each appraisee to have a clear understanding of what is expected from him / her by his/her reporting officer during the performance year.					
The appraisal system helps each appraisee and appraiser to have a clear joint understanding of each appraisee's job.					
The appraisal system helps managers to plan their performance well.					
The appraisal system provides an opportunity for each appraisee to communicate the support he needs from his superiors to perform his job well.					
The appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee.					
The appraisal system provides an opportunity for a discussion between the appraiser and appraisee on the expectations, achievements, failures, constraints and improvements required.					
The appraisal system has scope for reflection and assessment of each appraisee on the personality factors and attributes required for the current job of the assessee.					
The appraisal system encourages open communication between each appraiser-appraisee pair through performance review discussions.					
The appraisal system has scope for correcting the biases of the reporting officer through a review process.					
The appraisal system helps interested appraisees to gain more insights into their strengths and weaknesses.					
The appraisal system has scope for helping each employee discover his / her potential.					
The appraisal system has scope for communicating the plans of the top management and the business goals to the staff.					
The objectives of the appraisal system are clear to all employees.					
Periodic orientation programmes are conducted to explain the objectives and other details of appraisal system.					
Line managers generally spend time with their subordinates and discuss their performance.					

Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
Reporting officers help their appraisees to plan their performance in the beginning of the year.					
A discussion on key performance areas / key result areas/ tasks/ targets between appraiser-appraisee pairs is very educative to both the appraisees and appraisers.					
The managers take the performance review seriously.					
Executives do a through job on self appraisal in terms of reviewing, reflecting and analyzing the factors affecting their performance.					
Performance review discussions are taken seriously by the managers and devote sufficient time to them.					
Performance review discussions are of high quality and are conducted with care.					
The appraisers make special efforts to be objective in their appraisals.					
The HR Department follows up the training needs identified during the appraisals seriously.					
The appraisal data are used by the HR department for other development decisions like job rotation, job enrichment and the like.					
The appraisal data are used as inputs for recognition and encouragement of high performers and desirable behavior					
The reviewing officers take the appraisals seriously and educate their subordinates to overcome their personal biases and favoritism.					
The HR department actively reviews each appraisal and discusses them with line managers.					
The HR department provides adequate feedback to the line managers on their rating behavior and the decisions taken on their ratings.					
The performance review committees do a through job in reviewing and using the appraisal data.					
The appraisals facilitate growth and learning of both appraisees and appraisers in this organization.					
Statement	Almost always True	Mostly True	Some times true	Rarely true	Not at all true
<b>Employee Development</b>					
Do you feel your job requires the development of your subordinates?					
Do you believe behavior can be changed at any stage of life.					
Are you a careful listener?					
Do you let your employees try their ideas even though these may not be as good as yours?					
Are you aware of your employee's feelings when you converse with them?					
<b>Thank you for participating in this study. Your input is greatly appreciated</b>					