HUMAN RESOURCE DEVELOPMENT IN SERVICES SECTOR
(A CASE STUDY OF SOUTH CENTRAL RAILWAY)
QUESTIONNAIRE

I. PERSONAL:
1. Name : ............................................................

2. Age:
   a. Below 25 years [ ]  b. 25 to 40 years [ ]
   c. 41 - 55 years [ ]  d. 56 and above [ ]

3. Gender:
   a. Male [ ]  b. Female [ ]

4. Educational Qualification
   a. Graduate [ ]  b. Post Graduate [ ]
   e. Non Graduate [ ]  d. Diploma [ ]

5. Job Experience:
   a. Below 5 Years [ ]  b. 6-10 Years [ ]
   c. 11 - 15 Years [ ]  d. 16 and above [ ]

6. Types of Workers:
   a. Unskilled [ ]  b. Skilled [ ]
   c. Supervisory [ ]  d. Clerical [ ]
   e. Managerial [ ]

7. What motivate the employee to join SCR?
   a. Pay and perks [ ]  b. Welfare Measures [ ]
   c. Job Security [ ]  d. Promotional Opportunities [ ]

II. EMPLOYEES OPINION REGARDING THE HRD POLICIES IN SCR
8. How do you view the HRD policies in the SCR?
   a. Favourable [ ]  b. Unfavourable [ ]

9. Who is final say for formulation of HRD policies in SCR?
   a. Central Govt. [ ]  b. Railway Board [ ]
   c. Employees Union [ ]

10. How familiar are you with the HRD Policies in SCR?
    a. More Familiar [ ]  b. Partly Familiar [ ]

11. Who is responsible for Implementation of HRD policies in SCR?
    a. Central Government [ ]  b. Railway Board [ ]
12. Do you think that HRD practices have brought about tangible improvement?
   a. Yes [ ]   b. No [ ]
   If, Yes tick the appropriate one
   a. Organisational Climate [ ]   b. Competence Work Force [ ]
   c. Organisational Commitment [ ]   d. Overall Performance of SCR [ ]

III. TRAINING AND DEVELOPMENT

Please offer your response out of the scales mentioned below which you feel appropriate in this regard.

1 = All most always true
2 = Mostly true
3 = Sometimes true
4 = Rarely true
5 = Not at all true

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>01</td>
<td>SCR has a training and development policy applicable to all employees</td>
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<td>02</td>
<td>Supervisors tell employees whether they are doing their job as per the training imparted or not</td>
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<td>03</td>
<td>When employees, after undergoing the training, supervisors encourage them to share what they have learnt with other employees</td>
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<td>04</td>
<td>SCR links training and development with the job</td>
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<td>05</td>
<td>SCR has full fledged training and development department with competent professionals</td>
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06. Supervisors support the use of techniques learnt in training that employees bring back to their jobs

07. Supervisors give employees the chance to try out their training on the job immediately

08. Supervisors help employees set realistic goals for performing their work as a result of their training

09. Supervisors assign an experienced co-employee to help employees coming back after getting training as needed on the job

10. Supervisors ease the pressure of work for a short time so employees have a chance to practice new skills that are taught in training

11. Job aids (resources or technology) are available on the job to support what employees learnt in training

12. Supervisors make sure that employees have the opportunity to use their training immediately

13. The equipment used in training is similar to the equipment found on the job

14. Colleagues support the use of learning on the job

15. Employees who use skills/knowledge learnt during their training are given preference for new assignment
### IV. ORGANISATIONAL CLIMATE:

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Statements</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
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<tbody>
<tr>
<td>1.</td>
<td>The organisation's goals and objectives are clear to me.</td>
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<td>2.</td>
<td>Employees have a shared understanding of what the organisation is supposed to do.</td>
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<td>[ ]</td>
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<td>3.</td>
<td>Roles and responsibilities within the group are understood.</td>
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<td>4.</td>
<td>Clear reporting structures have been established</td>
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<td>5.</td>
<td>Employees in SCR have the right skills set to perform their job functions.</td>
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<td>[ ]</td>
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<td>6.</td>
<td>I gain satisfaction from my current job responsibilities.</td>
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<td>7.</td>
<td>My skills and abilities are fully utilized in my present job.</td>
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<td>8.</td>
<td>I have the opportunity to further develop my skills and abilities.</td>
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<td>9.</td>
<td>I find that I am challenged in my present job.</td>
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<td>10.</td>
<td>My work adds value to the organisation.</td>
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<td>11.</td>
<td>Knowledge and information sharing is a group norm across the organisation.</td>
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<td>12.</td>
<td>Employees consult each other when they need support.</td>
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<td>[ ]</td>
<td>[ ]</td>
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<td>13.</td>
<td>Individuals appreciate the personal contributions of their peers.</td>
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14. When disagreements occur, they are addressed promptly in order to resolve them.

V. USE OF PERFORMANCE APPRAISAL SYSTEM IN SCR:

1. In your opinion Performance Appraisal is?
   a. Evaluation of Employees [   ] b. Promotion of Employees [   ]
   c. Job Satisfaction of Employees [   ] d. Motivation [   ]

2. Which method of performance appraisal is implemented in SCR?
   a. Merit [   ] b. Grading [   ]
   c. Other [   ]

3. Is increment and salary linked to performance appraisal?
   a. Yes [   ] b. No [   ]

4. Do you think performance appraisal helps employees set and achieve meaningful goals?
   a. Yes [   ] b. No [   ]

5. Do you think performance appraisal give constructive criticism in a friendly and positive manner?
   a. Yes [   ] b. No [   ]

6. Do you think that performance of employees improve after the process of performance appraisal?
   a. Yes [   ] b. No [   ]

7. Do you think performance appraisal improve motivation and job satisfaction?
   a. Yes [   ] b. No [   ]

8. Is the top level management biased in performance appraisal?
   a. Yes [   ] b. No [   ]

9. Do you think performance appraisal helps to change behaviour of employees?
   a. Yes [   ] b. No [   ]

10. Performance appraisal system of SCR is related to which of the following?
    a. Recruitment System [   ] b. Retention of Employee [   ]
    c. Organisational Culture [   ] d. Motivation [   ]

VI. QUALITY OF WORK LIFE IN SCR

1. I am satisfied with the working conditions provided by the SCR.
   a. Strongly agree [   ] b. Agree [   ]
   c. Disagree [   ] c. Strongly disagree [   ]

2. How motivating is the work environment?
1. Extremely motivating [ ]  
   b. Fairly motivating [ ]  
   c. Neither motivating nor de-motivating [ ]

3. Do other departments in the SCR co-operate with each other?  
   a. Yes [ ]  
   b. No [ ]

4. Do Sense of belongingness increase with the co-operation of other employees?  
   a. Strongly agree [ ]  
   b. Agree [ ]  
   c. Disagree [ ]  
   d. Strongly disagree [ ]

5. There is a harmonious relationship with other colleagues in the SCR?  
   a. Strongly agree [ ]  
   b. Agree [ ]  
   c. Disagree [ ]  
   d. Strongly disagree [ ]

6. Do you feel free to offer comments and suggestions?  
   a. Yes [ ]  
   b. No [ ]

7. I am given adequate and fair compensation for the work I do?  
   a. Strongly agree [ ]  
   b. Agree [ ]  
   c. Disagree [ ]  
   d. Strongly disagree [ ]

8. The SCR does a good job of linking rewards to job performance?  
   a. Strongly agree [ ]  
   b. Agree [ ]  
   c. Disagree [ ]  
   d. Strongly disagree [ ]

9. I feel that my work allows me to do in a particular area where I can do best.  
   a. Strongly agree [ ]  
   b. Agree [ ]  
   c. Disagree [ ]  
   d. Strongly disagree [ ]

10. There is a balance between stated objectives and resources provided by the SCR?  
    a. Strongly agree [ ]  
    b. Agree [ ]  
    c. Disagree [ ]  
    d. Strongly disagree [ ]

11. Does SCR provided Fringe benefits like?  
    a. Insurance [ ]  
    b. Retirement benefit [ ]  
    c. Health Checkup [ ]  
    d. All the above [ ]

12. Does the SCR provide you the social security benefits?  
    a. Yes [ ]  
    b. No [ ]

13. Do you feel comfortable and satisfied with your job?  
    a. Fully Satisfied [ ]  
    b. satisfied [ ]  
    c. Not satisfied [ ]

14. Do you feel secured about your job?  
    a. Yes [ ]  
    b. No [ ]
VII. EMPLOYEE WELFARE IN SCR

1. Whether the SCR has provided housing quarter’s facilities to the employees?
   a) Yes [ ]   b) No [ ]
   If yes, how is it?
   a. Very Good [ ]   b. Good [ ]
   c. Average [ ]   d. Poor [ ]

2. Whether the SCR has provided canteen facilities to the employees?
   a) Yes [ ]   b) No [ ]
   If yes, how is it?
   a. Very Good [ ]   b. Good [ ]
   c. Average [ ]   d. Poor [ ]

3. Do SCR provide any conveyance facilities to the employees to reach the work place?
   i). Yes [ ]   ii). No [ ]
   If yes, how is it?
   a. Very Good [ ]   b. Good [ ]
   c. Average [ ]   d. Poor [ ]

4. Drinking water facilities in SCR is
   a. Very Good [ ]   b. Good [ ]
   c. Average [ ]   d. Poor [ ]

5. Educational facilities in SCR is
   a. Very Good [ ]   b. Good [ ]
   c. Average [ ]   d. Poor [ ]

6. Medical facilities in SCR is
   a. Very Good [ ]   b. Good [ ]
   c. Average [ ]   d. Poor [ ]

THANKING YOU