ANNEXURE
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QUESTIONNAIRE
HUMAN RESOURCE MANAGEMENT IN INDIAN RAILWAYS
WITH SPECIAL REFERENCE TO SOUTH CENTRAL RAILWAY

Sir/Madam,

I am doing research on "Human Resource Management in Indian Railways: With special reference to South Central Railway". Under the supervision of Prof. Ch. Rama Prasada Rao. Please spare some time and give the details.

NOTE: Please answer the questions relevant to your job.

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Research Scholar, S.K.I.M.
S.K.University, Anantapur.

PART - A
PERSONAL INFORMATION

1) Designation
2) Experience [ ]
   (a) Below 10 years (b) 10-20 years (c) 20-30 years (d) 30 and above.
3) Educational Qualification: [ ]
   (b) Below Degree (b) Degree (c) Technical
4) Age [ ]
   (a) Below 30 years (b) 30-40 years (c) 40-50 years (d) 50 above
5) Sex [ ]
   (a) Male (b) Female
6) Mother Tongue
7) Religion (a) Hindu (b) Muslim (c) Christian
8) Caste (a) O.C. (b) B.C. (c) S.C. (d) S.T.
9) Married (a) Yes (b) No
10) No. of Children
11) No. of Dependents

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Income:
12) Annual Income from salary Rs. ____________
13) Income from other sources (per annum) Rs. ____________
14) Is your salary adequate to provide a decent living to you and your Family? YES/NO

PART – B RELATING TO HUMAN RESOURCE MANAGEMENT

(A) ORGANISATION STRUCTURE

Express your opinion about the organizational structure regarding the following features.

1. Degree of centralization of Authority (Nil/Some extent/Greater extent)
2. Degree of formality of rules (Nil/Some extent/Greater extent)
3. Degree of Specialization (Nil/Some extent/Greater extent)
4. Degree of standardization (Nil/Some extent/Greater extent)
5. Degree of stratification (Nil/Some extent/Greater extent)
6. Degree of job enrichment (Nil/Some extent/Greater extent)
7. Degree of Adaptability to change (Nil/Some extent/Greater extent)
8. Scope for participative management (Nil/Some extent/Greater extent)
9. Scope for Team Work (Nil/Some extent/Greater extent)
10. Scope for Freedom in decision-making (Nil/Some extent/Greater extent)

(B) ORGANISATIONAL CLIMATE:

1. My relationship with members of my work are friendly as professional Agree/Disagree/No Idea
2. The opportunity for promotion in this Organization Agree/Disagree/No Idea
3. The Organization has adequate Mechanisms for binding itself together Agree/Disagree/No Idea
4. The structure of my work unit is well designed
   Agree/Disagree/No Idea

5. I have established the need to do my job properly
   Agree/Disagree/No Idea

6. The salary that I receive is commensurate with the job that I perform
   Agree/Disagree/No Idea

7. My relationship with my supervisor is harmonious
   Agree/Disagree/No Idea

8. The pay scales and benefits of this organization treat each employee equitably
   Agree/Disagree/No Idea

9. The top management of this organization goes out of its way to make sure that employees enjoy their work
   True/False

10. The top management believes that human resources are an extremely important resource and that they have to be treated more humanely
    True/False

11. The personnel policies in this organization facilitate employee development
    True/False

12. The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees
    True/False

13. Senior officers/executives in this organization take active interest in their juniors and help them learn their job
    True/False

14. Promotion decisions are based on the suitability of the promote rather than on favouritism
    True/False

15. Performance appraisal reports in this organization are based on objective assessment and adequate information and not on favouritism
    True/False

16. Employees are encouraged to experiment with new methods and try out creative ideas
    True/False
17. Employees are not afraid to express or discuss their feelings with their supervisors [True/False]

18. Delegation of authority to encourage juniors to develop handling higher responsibilities quite common in this organization [True/False]

19. Team spirit is of high order in this organization [True/False]

20. This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes [True/False]

21. Job rotation in this organization facilities employee development [True/False]

C. PERFORMANCE APPRAISAL

1. Who do appraise your performance?
   a) Superiors  b) Subordinates  c) Peers  d) Self  e) Customers

2. Indicate the degree of openness while appraising performance
   a) Completely confidential  b) Completely open  c) Partially confidential

3. The performance appraisal system in your organisation provides an opportunity for each appraisee to have a clear understanding of what is expected from him by his reporting officer during the performance year [Agree/Disagree/No Idea]

4. The appraisal system helps both appraisee and appraiser to have a clear and joint understanding each appraisee’s job [Agree/Disagree/No Idea]

5. The appraisal system develops superior Subordinate relationship through open Communication and mutual trust [Agree/Disagree/No Idea]

6. It provides an opportunity for self review [Agree/Disagree/No Idea]

7. The system helps the employee to know his strengths and weaknesses [Agree/Disagree/No Idea]
D. POTENTIAL APPRAISAL

1. Do you appraise the potentialities of your subordinates systematically? If yes, state [ ]
   a) Periodicity of appraisal:
      i) Once in a year
      ii) Once in two years
      iii) Once in three years
      iv) Once in four years
      v) Once in five years

2. Whether formal or informal:
   i) Formal
   ii) Informal
   iii) Both formal and informal

3. State the technique of appraisal:
   i) Test of comprehension
   ii) Test of reasoning
   iii) Thematic apperception test
   iv) General awareness

4. The system provides for assessment of employee Agreed/Disagree/No Idea
   Potentials in all areas

5. The system provides for exploiting employee Agreed/Disagree/No Idea
   potentials through self motivation, indicating
   the direction in which they can be used on the
   present job

6. The system provides clear choices and directions Agreed/Disagree/No Idea
   to the appraisee and enables him to select and
   pursue his future careers.

7. The system has scope for helping each employee Agreed/Disagree/No Idea
   to discover his potential
E. TRAINING AND DEVELOPMENT:

1. Please indicate the methods used in identifying training and development needs in Indian Railways.

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Appraisal</td>
<td></td>
</tr>
<tr>
<td>Questionnaire Survey</td>
<td></td>
</tr>
<tr>
<td>Observation</td>
<td></td>
</tr>
<tr>
<td>Organisational Needs</td>
<td></td>
</tr>
<tr>
<td>Specific problems</td>
<td></td>
</tr>
</tbody>
</table>

2. Please indicate various techniques of training and development practiced in Indian Railways.

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ON THE JOB</strong></td>
<td></td>
</tr>
<tr>
<td>Job Rotation</td>
<td></td>
</tr>
<tr>
<td>Job Instruction</td>
<td></td>
</tr>
<tr>
<td>Under study</td>
<td></td>
</tr>
<tr>
<td><strong>ON THE JOB</strong></td>
<td></td>
</tr>
<tr>
<td>Role playing</td>
<td></td>
</tr>
<tr>
<td>Lecturers/Conferences</td>
<td></td>
</tr>
<tr>
<td>Programmed Instruction</td>
<td></td>
</tr>
<tr>
<td>Case Method</td>
<td></td>
</tr>
<tr>
<td>Sensitivity Training</td>
<td></td>
</tr>
<tr>
<td>Multiple Management</td>
<td></td>
</tr>
</tbody>
</table>

3. Please indicate method of evaluation of training and development in your organization.

<table>
<thead>
<tr>
<th>Time of Evaluation</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>End of every day</td>
<td></td>
</tr>
<tr>
<td>Middle of the Programme</td>
<td></td>
</tr>
<tr>
<td>End of the Programme</td>
<td></td>
</tr>
</tbody>
</table>
4. Please give your assessment on the evaluation of training and development in Indian Railways at the beginning of the programme.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material supply</td>
<td>Great extent Adequate Inadequate</td>
</tr>
<tr>
<td>Training Faculty</td>
<td></td>
</tr>
<tr>
<td>Audio Visual Equipment</td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td></td>
</tr>
</tbody>
</table>

5. Please give your assessment on the evaluation of training and development in Indian Railways in the middle of the programme.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentation</td>
<td>Great extent Adequate Inadequate</td>
</tr>
<tr>
<td>Training Technology</td>
<td></td>
</tr>
<tr>
<td>Content of Training</td>
<td></td>
</tr>
<tr>
<td>Sequence</td>
<td></td>
</tr>
</tbody>
</table>

6. Please give your assessment on the evaluation of training and development in Indian Railways at the end of the programme

<table>
<thead>
<tr>
<th>Factor</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>Great extent Adequate Inadequate</td>
</tr>
<tr>
<td>Practicability</td>
<td></td>
</tr>
<tr>
<td>Improvement of skills and Knowledge</td>
<td></td>
</tr>
</tbody>
</table>

7. Training Colleges are sufficient in number Agree/Disagree/No Idea

8. Excellent physical facilities and teaching aids are provided in training colleges Agree/Disagree/No Idea

9. Adequate number of internal faculty and external faculty is provided Agree/Disagree/No Idea
10. In the Organisation’s programmes are handled by competent faculty.  
Agree/Disagree/No Idea

11. Induction training provides an excellent opportunity for new comers to learn comprehensively about our organization  
Agree/Disagree/No Idea

12. Employees are sponsored for training programmes on the basis of carefully identified developmental needs.  
Agree/Disagree/No Idea

13. The quality of in-organisation programmes is excellent.  
Agree/Disagree/No Idea

14. Employee technical skills and knowledge are improved due to training.  
Agree/Disagree/No Idea

15. Managers utilize the benefit from the training  
Agree/Disagree/No Idea

F) CAREER PLANNING AND DEVELOPMENT:

1) How many times you were promoted in your organization?  
   a) Not so far, b) Once, c) Twice, d) Three times, e) Four times  
   f) Five times, g) Six times and more.

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>OPINION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indian Railways Disseminates career option information</td>
<td>TRUE/FALSE</td>
</tr>
<tr>
<td>Indian Railways provides career counseling</td>
<td>TRUE/FALSE</td>
</tr>
<tr>
<td>Indian Railways organizes career development Workshops</td>
<td>TRUE/FALSE</td>
</tr>
<tr>
<td>Indian Railways provides continuing education and training for career development</td>
<td>TRUE/FALSE</td>
</tr>
</tbody>
</table>

Thank you very much Sir/Madam for spending valuable time.