APPENDIX – I

Questionnaires
Questionnaire - I on ‘HRD Climate’

Dear Sir / Madam,

I, Mr. B. Samuel Susanth Prabhu, a Research Scholar of Sri Krishnadevaraya University, Anantapur; am pursuing my Doctoral Programme in the area of HRM with a special attention on “HRD practices in Public Sector Undertakings – A case study of Electronics Corporation of India Limited, Hyderabad” under the guidance of Dr. C. N. Krishna Nalk, Professor, Head of the Department, Chairman – Board of Studies, SKIM, Sri Krishnadevaraya University, Anantapur.

Human Resources consist of the total knowledge, skills, creative abilities, talents and aptitudes of an organisation’s work force, as well as the values, attitudes and beliefs of the individuals involved. As such Human Resources play a major important role in the success of any organisation.

I would be very much grateful to you if you could kindly spare a little of your valuable time to answer this questionnaire. I assure you that the information provided by you will be kept confidential and shall be used exclusively for the purpose of academics only.

Below are given a set of statements related to the HRD (Human Resource Development) practices, could be of your organisation. Please read through carefully each of these statements and give your assessment by encircling the appropriate number on a 5 (Five) point scale following each statement. Do not give a desirable response but give what you actually feel about the climate in your organisation.

(5) Strongly Agree
(4) Agree
(3) Neither Agree nor Disagree
(2) Disagree
(1) Strongly disagree

Thanking You,

Yours sincerely,

(B. S. Susanth)
1. The top management of my organisation goes out of its way to make sure that employees enjoy their work 5 4 3 2 1
2. The top management of this organisation believes that human resources are extremely important resources 5 4 3 2 1
3. Development of subordinates is seen as an important part of their job by your higher authorities 5 4 3 2 1
4. The personnel policies in this organisation facilitate employee development 5 4 3 2 1
5. The top management is willing to invest a considerable part of their time and other resources to ensure the development of the employees 5 4 3 2 1
6. Senior executives/officials in this organisation take interest in their juniors and help them to learn their jobs 5 4 3 2 1
7. People lacking in competence in doing their job are helped to acquire competence rather than being left unattended 5 4 3 2 1
8. Managers in this organisation believe that employee behavior can be changed and people can be developed at any stage of life 5 4 3 2 1
9. People in this organisation are helpful to each other 5 4 3 2 1
10. Employees in this organisation are informal enough and do not hesitate to discuss their personal problems with their superiors 5 4 3 2 1
11. The psychological climate in this organisation is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills 5 4 3 2 1
12. Seniors guide their juniors and prepare them for their future responsibilities/roles they are likely to take up 5 4 3 2 1
13. The top management of this organisation makes efforts to identify and utilise the potential of the employees 5 4 3 2 1
14. Promotion decisions are based on the suitability of the promotee rather than on favoritism 5 4 3 2 1
15. There are mechanisms in this organisation to reward any good work done or any contribution made by employees 5 4 3 2 1
16. When an employee does good work his supervising officers take special care to
appreciate it

17. Performance appraisal reports in our organisation are based on objective assessment
and adequate information and not on favoritism

18. People in this organisation do not have any fixed mental impressions about each other

19. Employees are encouraged to experiment with new methods and try out creative ideas

20. When any 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

21. Weaknesses of employees are communicated to them in a non–threatening way

22. When behavior feedback is given to employees, they take it seriously and use it for
development

23. Employees in this organisation take pains to find out their strengths and weaknesses
from their supervising officers or colleagues

24. when employees are sponsored for training, they take it seriously and try to learn
from the programmes they attend

25. Employees returning from training programmes are given opportunities to try out
what they have learnt

26. Employees are sponsored for training programmes on the basis of genuine training
needs

27. People trust each other in this organisation

28. Employees are not afraid to express or discuss their feelings with their supervisors

29. Employees are not afraid to express or discuss their feelings with their subordinates

30. Employees are encouraged to take initiative and do things on their own without
having to wait for instructions from supervisors

31. Delegation of authority to encourage juniors to develop handling higher
responsibleis is quite common in this organisation
32. When seniors delegate authority to juniors, the juniors use it as an opportunity for development.

33. Team spirit is of higher order in this organisation.

34. When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.

35. Career opportunities are pointed out to juniors by senior officers in the organisation.

36. The organisation's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.

37. This organisation ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose.

38. Job rotation in this organisation facilitates employee development.
Profile of Respondent(s) (For statistical purposes only)

1. Specify your designation / title in the organisation: (tick the suitable one)
   (CMD / Director / ED / GM / AGM / Sr. DGM / DGM / SM / TM / STO / TO / GET)

2. Age (in years):
   a) 21 – 30 ( )
   b) 31 – 40 ( )
   c) 41 – 50 ( )
   d) 51 – 60 ( )

3. Gender:
   a) Male ( )
   b) Female ( )

4. Your Gross Monthly Income:
   a) Under Rs. 30,000/- ( )
   b) Rs. 30,001 – 40,000 ( )
   c) Rs. 40,001 – 50,000 ( )
   d) Rs. 50,001 – 60,000 ( )
   e) Rs. 60,001 – 70,000 ( )
   f) Rs. 70,001 – 80,000 ( )
   g) Rs. 80,001 and above ( )

5. Your Educational Qualification(s):
   a) Post Doctoral ( )
   b) Ph.D (Doctoral) ( )
   c) Post-Graduation ( )
   d) Graduation (B.Tech.) ( )

6. Experience:
   a) Up to 05 years ( )
   b) 06 - 10 years ( )
   c) 11 - 15 years ( )
   d) 15 – 20 years ( )
   e) 20 – 25 years ( )
   f) 25 years and above ( )
Questionnaire - 2 on ‘Role Satisfaction’

February 25, 2010

Dear Sir / Madam,

I, Mr. B. Samuel Susanth Prabhu, a Research Scholar of Sri Krishnadevaraya University, Anantapur; am pursuing my Doctoral Programme in the area of HRM with a special attention on “HRD practices in Public Sector Undertakings – A case study of Electronics Corporation of India Limited, Hyderabad" under the guidance of Dr. C. N. Krishna Naik, Professor, Head of the Department, Chairman – Board of Studies, SKIM, Sri Krishnadevaraya University, Anantapur.

Human Resources consist of the total knowledge, skills, creative abilities, talents and aptitudes of an organisation’s work force, as well as the values, attitudes and beliefs of the individuals involved. As such Human Resources play a major important role in the success of any organisation.

I would be very much grateful to you if you could kindly spare a little of your valuable time to answer this questionnaire. I assure you that the information provided by you will be kept confidential and shall be used exclusively for the purpose of academics only.

Below are given a set of statements related to ‘Role Satisfaction’ of your self in your organisation. Please read through carefully each of these statements and give your assessment by encircling the appropriate number on a 5 (Five) point scale following each statement. Do not give a desirable response but give what you actually feel about the ‘Role Satisfaction’ you experience in your present ‘role.

(5) Great Opportunity
(4) Good Opportunity
(3) Some Opportunity
(2) Little Opportunity
(1) No Opportunity

Thanking You,

Yours sincerely,

(B. S. Susanth)
1) Do something challenging and worthwhile. (  )
2) Influence or make an impact on others. (  )
3) Admonish (punish) those who do not confirm. (  )
4) Work with friendly people. (  )
5) Do something useful for others. (  )
6) Get immediate feedback on your performance. (  )
7) Have autonomy and work independently. (  )
8) Direct and instruct people below you. (  )
9) Develop close personal relations. (  )
10) Develop your junior colleagues or subordinates. (  )
11) Set standards of excellence. (  )
12) Give ideas or suggestions to your superiors. (  )
13) Control the people below you. (  )
14) Share feelings and emotions with others. (  )
15) Help others. (  )
16) Show that efficiency can be rewarded. (  )
17) Make contributions to significant decisions. (  )
18) Admonish (punish) those who do not perform. (  )
19) Interact with colleagues. (  )
20) Cooperate with others in a common task. (  )
21) Stretch your abilities and skills. (  )
22) Get recognition for work done. (  )
23) Get regular reports from other sections or subordinates. (  )
24) Interact with others on non-task matters. (  )
25) Work in teams. ( )

Below given is a statement related to the influence of 'HRD Climate' on your 'Role Satisfaction' in your organisation. Please read through carefully and give your assessment by encircling the appropriate number on a 5 (Five) point scale following the statement. Do not give a desirable response but give what you actually feel about these two factors.

26) 'HRD Climate' influences 'Role Satisfaction' ( )

(5) Strongly Agree
(4) Agree
(3) Neither Agree nor Disagree
(2) Disagree
(1) Strongly disagree
Profile of Respondent(s) (For statistical purposes only)

7. Specify your designation / title in the organisation: (tick the suitable one)

(CMD / Director / ED / GM / AGM / Sr. DGM / DGM / SM / TM / STO / TO / GET)

8. Age (in years):
   a) 21 – 30 ( )
   b) 31 – 40 ( )
   c) 41 – 50 ( )
   d) 51 – 60 ( )

9. Gender:
   a) Male ( )
   b) Female ( )

10. Your Gross Monthly Income:
    - Under Rs. 30,000/- ( )
    - Rs. 30,001 - 40,000 ( )
    - Rs. 40,001 - 50,000 ( )
    - Rs. 50,001 - 60,000 ( )
    - Rs. 60,001 - 70,000 ( )
    - Rs. 70,001 - 80,000 ( )
    - Rs. 80,001 and above ( )

11. Your Educational Qualification(s):
    a) Post Doctoral ( )
    b) Ph.D (Doctoral) ( )
    c) Post-Graduation ( )
    d) Graduation (B.Tech.) ( )

12. Experience:
    a) Up to 05 years ( )
    b) 06 - 10 years ( )
    c) 11 - 15 years ( )
    d) 15 – 20 years ( )
    e) 20 – 25 years ( )
    f) 25 years and above ( )