ANNEXURE
HUMAN RESOURCE PRACTICES IN INDIAN RAILWAYS
(A CASE STUDY WITH REFERENCE TO GUNTAKAL DIVISION IN SOUTH CENTRAL RAILWAYS)

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QUESTIONNAIRE FOR EMPLOYEES

Background of the Employees

1. Designation:___A/B/C/D

2. Age in years:
   (a) Upto 30 years
   (b) 31 – 40 years
   (c) 41 – 50 years
   (d) 51 and above

3. Work Experience:
   (a) Upto 10 years
   (b) 11 – 20 years
   (c) 21 – 30 years
   (d) 31 and above

4. Education:
   (a) Ssc/inter
   (b) Graduate
   (c) Postgraduate
   (d) Technical

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

6. Average income per month:
   (a) Upto 15,000
   (b) 15,001 -25,000
   (c) 25,001 – 35,000
   (d) 35,001-50,000
   (e) Above 50,001

7. Social Status:
   (a) OBC
   (b) SC
   (c) ST
   (d) Others
CONTROL INSTRUCTIONS

This questionnaire aims to measure the HRM practices in Indian Railways with special reference to Guntakal Division in South Central Railways. The information is required in connection with doctoral research work. The data will be used for academic purpose only. Anonymity of respondents as well as confidentiality of the information will be maintained. This questionnaire uses Likert type five point summated scale.

After reading each statement you have to mark the degree to which you agree with the statements. Answers should be given in the brackets ( ) by giving appropriate number according to the scale.

SCALE:
1 Not at all, 2 to a small extent 3, to a moderate extent
4 to a large extent 5 to a very great extent

Man Power Planning:
8. The manpower requirements of each department are identified Well in advance based in strategies in organization. [  ]
9. Manpower planning is always done on the basis of projection For the next five years based on strategies in an organization. [  ]
10. There is due participation by strategic managers in manpower Planning, recruitment and selection process. [  ]
11. There are close linkages between the manpower plans and The organization business plans. [  ]
12. How did you come to know of the availability of jobs in Indian railways?
   (a)Through existing employees (b) through advertisement [  ]
   (C)Through personnel enquiries (d) through internet (e) others

Recruitment:
13. Recruitment of number and type of the people are based mostly on strategic needs [  ]
14. Recruitment policy in my organization is transparent and effective [  ]
15. Internal source are given due important in recruitment process

16. The local talent is given due significance in recruitment process

17. Jobs are well designed in my organization

18. Jobs have clear cut boundaries

19. Employees are fully aware of job designs

20. Succession planning is done in advance based on strategic Moves since it takes time to recruit senior people in the organization

Selection:

21. Selection tests (written tests) are conducted based on the job Requirements

22. Interviews are conducted by people strategic levels also of the Company

23. Managers participating in staff selection are trained in Interviewing and other techniques

24. The results of selection tests are also used to identified Where the prospective employees skills can be used

25. The selection process helps in better performance

26. The selection process is transparent

27. The candidates are selected with future opportunities in view

28. The selected candidates are going to meet the needs Of the organization

Induction:

29. Prospective employees are always told about the positive and Negative aspects of the job

30. Induction training provides an excellent opportunity for New comers to learn comprehensively about our organization
31. In the organization induction training is also aligned to strategic Requirements now than in the past [  ]
32. The induction program is a well planned exercise and is of Sufficient duration [  ]
33. Prospective employees are provided an opportunity to Experience the organization and its strategies in the first hand [  ]
34. Strategic managers spent time with the new recruits During induction training [  ]

**Performance Appraisal:**

**Nature and extent of performance appraisal**

35. Whether work performance is being evaluated by the Indian Railways periodically. [  ]
36. Record of performance evaluation is maintained by the Railways [  ]
37. Whether the authority structure for writing the PA and review of the report is effective. [  ]

**Performance Appraisal feedback to employees**

38. Whether employees are getting feedback from their superiors/managers about their performance. [  ]
39. Feedback helps to know the strong/weak areas of performance to plan for improvement. [  ]
40. Performance discussions are held between manager and employees to plan for achievement. [  ]

**Employee Potential and Development:**

41. Whether the Railways is creating opportunities for the utilization of inner potentials of the employees. [  ]
42. Whether the Railways is investing adequate time and resources for the development of employees. [  ]
**Performance appraisal towards Promotion Policy:**

43. Whether performance appraisal system for employees is to meet the requirement under promotion policy. [ ]

44. Promotion to higher cadre is linked to work performance. [ ]

45. Whether the Performance Appraisal is identifying the developmental needs of Employees. [ ]

**Training:**

**Attitude of Employees towards Training:**

47. Knowledge, Skills and Attitude are the focus of Training. [ ]

48. Course design is well equipped with all parameters. [ ]

49. Whether training organizations provide conducive climate for learning. [ ]

50. The training is effective enough to practice its content on the job with ease. [ ]

**Assessment of Training Needs:**

51. Training nomination is made after analyzing the tasks that the employees have to perform effectively [ ]

52. Training nominations are intimated to the nominated staff sufficiently in advance so as to plan for journey [ ]

53. Training nomination is made by the Railways after considering employees learning needs [ ]

54. Training nomination is made after analyzing job demands of the employees in railways [ ]

**Institutional Training and methodology:**

55. Institutional training enables employees to perform the job effectively. [ ]
56. Whether institutional training addresses the competency gap among the employees in railways

57. Whether you are satisfied with existing system of Institutional training

58. Training colleges enables employees to perform the job effectively

59. Study material provided during the training period is useful.

60. Whether staff colleges are well equipped with all the machinery like projectors etc., to give proper institutional training.

Learning facilities at the training organization

Trainees ability and motivation for classroom training:

61. Trainers (faculty) have thorough knowledge about the Subject.

62. Training faculty members are cordial in clearing employees’ doubts.

63. Trainees are allowed to express their opinions freely in training classes.

Transfer of classroom training to the job:

64. Whether inputs given in institutional training are effective for performing the day-to-day job in Branch

65. Knowledge acquired in foundation training programme is effective in day-to-day functioning of Branches

Job rotation:

Employee attitude towards job rotation:

67. Job rotation provides opportunity to learn multiple functions/skills
68. Multiple skills acquired through 'JR' helps employees in their career in bank

69. Job Rotation system is effective enough in providing learning opportunities

70. Whether employees are getting motivated to learn multiple Skills under job rotation

Transfers:

Employees attitude towards transfers in Indian Railways:

71. Whether employees like to be transferred to different branches as per needs of Indian Railways.

72. Whether transfers to different branches provides challenging opportunities to accomplish business results

73. Whether employees are satisfied with existing transfer system

Attitude of employees towards benefits of transfers:

74. Transfer to different branches with different designations helps employees to learn working in different work environments

75. Whether transfer/posting mechanism is effective in placing right person in right place

76. Whether transfers to different branches improves employees overall work place competencies

Promotions:

Promotions in Indian Railways:

77. Promotions are in accordance with the performance of the job

78. High performing employees should be given fast track promotions to keep them motivated
79. Employee potential is properly evaluated to give promotion [ ]
80. Whether promotion policy is effective in encouraging career progression of employees [ ]
81. Promotions provides opportunities to work in challenging assignments [ ]
82. Whether you are satisfied with present system of promotion policy [ ]

**HRD Climate:**

**Employee rewards and recognition:**
83. Whether employees are aware of reward schemes offered by Indian Railways. [ ]
84. The scheme for recognizing the job alertness of employees in protecting the interest of Indian Railways is effective [ ]
85. High performing staff members are being recognized Appropriately by the Indian Railways. [ ]
86. Scheme of recognizing the job honesty of employees in protecting the interest of Bank/customer is effective [ ]

**Employee coaching and counseling:**
87. Whether coaching by superiors help employees to resolve job related difficulties [ ]
88. Whether organizational climate is conducive to have coaching for solving day-to-day work problems in the job [ ]
89. Whether employees are interested to avail coaching facility on the job [ ]
90. Superiors provides counseling services to cope up with the personal problems of employees [ ]
Employee learning culture:

91. Whether Indian Railways is initiating measure to create learning culture among employees [ ]
92. All staff members share knowledge with other staff members for shared learning [ ]
93. All staff members work with team spirit and help each other to accomplish the tasks [ ]
94. Whether IR has humanized staff policies to help employees staff meetings [ ]

Compensation:

95. The salary that I receive is commensurate with the job that I perform [ ]
96. The pay scales and benefits of this Organization treat each employee equitably [ ]
97. Salaries and other benefits are innovatively packed and Reviewed at least twice a year. [ ]
98. Salaries In this organization are comparable to the best in the industry [ ]
99. Pay policy attracts and retain high performance employees. [ ]
100. I am satisfied with the way in which my pay and benefits cover all my expenses and needs [ ]

Employee welfare/ safety:

101.. This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes [ ]
102. I am satisfied with the physical conditions at the work [ ]
103. My organization takes care of my general medical needs at all times [ ]
104. I always feel safe and ease at work
105. My job takes so much energy, I don't feel up to doing things that need attention at home
106. My job involves a lot of travels away from home
107. My job reduces the amount of time I can spend with the family
108. Safety measures are provided and strictly followed in the organization
109. I don't need to fear about my safety while on job

Trade unions:
110. Trade unions are very strong in my organization
111. I feel safe being a member of trade union
112. I feel that the trade union are not given due chance in collective bargaining
113. There is unhealthy competition among the unions for domination
114. Trade unions contribute towards good organization climate
115. The management do not deal equitability with the trade unions
116. Union leaders show unnecessary domination in the organization issues
117. Few unions dominate collective bargaining process