Annexures
ANNEXURE – I

QUESTIONNAIRE TO THE BANK MANAGERS

I. Background of the Employees

Name

Position held in the branch :

Please tick [✓] in the appropriate one

1. Age in years
   a. Upto 30 years
   b. 31 – 40 years
   c. 41-50 years
   d. Above 50

2. Educational Profile
   a. Under-graduates
   b. Graduates
   c. Post-Graduates
   d. CAIIB

3. Gender
   a. Male
   b. Female

4. Work Experience
   a. Upto 10 years
   b. 11-20 years
   c. 21- 30 years
   d. Above 30

5. Salary (in rupees)
   a. Upto 20,000
   b. 21,000-25,000
   c. 26,000-30,000
   d. 31,000-35,000
   e. Above 35,000
II. Man-power planning

1. Do you have any formalised Man-power planning to assess the demand for supply of man-power needed by your bank?  
   Yes [ ]  No [ ]  
   If you say 'Yes', what is the origin of the Department? (Who are involved in the department?).

2. How do you assess the demand for different categories of jobs?  
   (Tick any one of the following).  
   1.Executives  2.Officers  3.Clerks  
   a. Need Based  
   b. Work load based  
   c. Business expansion (additional branches)  
   d. Work load and business expansion  
   e. Scientific manpower planning

3. Tick of the different modes you follow in recruiting the required candidates?  
   1.Executives  2.Officers  3.Clerks  
   a. Direct recruitment from outside  
   b. Deputation  
   c. Internal Promotions

4. Tick of the sources of recruitment availed by your bank for different categories of staff?  
   1.Executives  2.Officers  3.Clerks  
   Source of recruitment  
   a. From employee relatives  
   b. Recommendations of employees  
   c. Employment exchanges  
   d. Educational Institutions  
   e. Newspaper advertisements

Control Instructions

A number of statements are given below describing the HRD climate of public sector banks in Chittoor District. Please give your assessment of the HRD climate in your bank by rating your bank on each statement using the four point summated scale. A rating of 1 indicates that the statement is ‘almost always true’ with your bank; a rating of 2 indicates that the statement is ‘mostly true’; a rating of 3 indicates that the statement is ‘some times true’ and a rating of 4 indicates that the statement is ‘rarely true’.
After reading each statement, you have to mark the degree to which you agree with the HRD climate. Answers should be given in the brackets [ ] by giving appropriate number according to the scale.

Scale: 1. Almost always true
2. Mostly true
3. Sometimes true
4. Rarely true

III. Creation of Psychological Environment

1. Manager of this organization makes sure that employees enjoy their work. [ ]

2. To believe that development of subordinates is an important part of their job. [ ]

3. The psychological climate in this organization is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills. [ ]

4. Do not have any fixed mental impressions about the sub-ordinate to find out their strengths and weaknesses. [ ]

IV. Encouragement of the Subordinates

1. To take active interest in helping their subordinates in academic development and future plans to be made. [ ]

2. Promotion decisions are based on the suitability of the promotee rather than on favouritism [ ]

3. Will take special care to appreciate good work by the subordinates. [ ]

4. To encourage subordinates in using new methods and creative ideas on their own without to waiting for instruction from the executives. [ ]

5. Delegate authorities to subordinates for handling higher responsibilities to encourage their career development. [ ]
6. Job rotation system will be followed to facilitate employee development. [ ]

V. Training
1. Seniority criteria in selection of the subordinates for training. [ ]
2. Subordinates returning from training programmes are given opportunities to apply for what they have learnt during training period. [ ]
3. Subordinates are sponsored for training programmes on the basis of genuine training needs. [ ]

VI. Co-operation and Co-ordination
1. People lacking competence in doing their jobs are helped to acquire competence and help each other. [ ]
2. When any sub-ordinate makes a mistake, they will treat it with understanding and help him to learn from such mistakes rather than pulling him up or punishing him or discouraging him. [ ]
3. Very informal and do not hesitate to discuss and share the personal problems of subordinates. [ ]
4. Guide their subordinates and prepare them for future responsibilities they are likely to take up. [ ]
5. Make efforts to identity and utilize the potential of the subordinates. [ ]

VII. Employee's Welfare
1. Implementation of personnel policies to facilitate the development of subordinates. [ ]
2. Willing to invest a considerable part of their time and other resources to ensures the development of subordinates. [ ]
3. Take necessary feed-back from the subordinates seriously and use it for development of the institution. [ ]
4. To ensure the welfare of the subordinates to such an extent that the subordinates can save a lot of their mental energy for work purpose. [ ]
ANNEXURE – II

QUESTIONNAIRE TO THE BANK EMPLOYEES

1. Background of the Employees

Name

Position held in the branch:

Please tick [✓] the appropriate one

1. Age in years
   a. Upto 30 years
   b. 31 - 40 years
   c. 41-50 years
   d. Above 50

2. Educational Profile
   a. Under-graduates
   b. Graduates
   c. Post-Graduates
   d. CAIIB

3. Gender
   a. Male
   b. Female

4. Work Experience
   a. Upto 10 years
   b. 11-20 years
   c. 21-30 years
   d. Above 30

5. Salary (in rupees)
   a. Upto 20,000
   b. 21,000-25,000
   c. 26,000-30,000
   d. 31,000-35,000
   e. Above 35,000
Control Instructions

This questionnaire aims at measuring the HRD practices of public sector banks in Chittoor district. 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.

After reading each statement, you have to mark to which statement you agree with the HRD practice.

II. Performance Appraisal

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

1. i. Whether work performance is being evaluated by the bank periodically. [ ]
   ii. Record of performance evaluation maintained by the bank. [ ]

iii. Whether superiors are lending necessary support to perform the work successfully. [ ]

iv. Whether managers are showing concern for the growth of subordinates. [ ]

v. Whether the authority structure for writing the performance appraisal and review of the report is effective. [ ]

vi. Whether employees are getting feedback from their superiors/managers about their performance. [ ]

vii. Feedback helps to know the strong/weak areas of performance to plan for improvement. [ ]

viii. Performance Appraisal discussions are held between managers and employees to plan for improved performance. [ ]
ix. Whether the bank is creating opportunities for the utilization of the employee potential.

x. Whether the bank is providing opportunities for the development of the human resources.

xi. Whether performance appraisal system for the employees meets the requirements under promotion policy.

xii. Promotion to higher cadre is linked to work performance.

xiii. Whether the performance appraisal is identifying the developmental needs of employees.

2. Rank the factors to be considered for performance appraisal under various parameters.
   
a. Conduct of employees.

b. Quality of work.

c. Knowledge of job & functional accuracy.

d. Special contribution to work/business.

e. Time discipline/self-discipline.

f. Speed in work and completion of tasks within time schedule.

g. Understanding of rationale of work procedures.

h. Understanding of degree of comfort with information technology.

i. Courtesy and etiquette displayed in dealing with customers.

j. Sincerity and integrity.
III. Training

1. Kindly give your opinion on the following aspects of training programme. (Tick the relevant)

   Scale: 1. Neither bad nor good
   2. Good
   3. Very good

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Course design and duration</td>
<td>[       ]</td>
</tr>
<tr>
<td>b. Methodology adopted</td>
<td>[       ]</td>
</tr>
<tr>
<td>c. Residential accommodation</td>
<td>[       ]</td>
</tr>
<tr>
<td>d. Reading material</td>
<td>[       ]</td>
</tr>
<tr>
<td>e. Catering facilities</td>
<td>[       ]</td>
</tr>
<tr>
<td>f. Class-room environment</td>
<td>[       ]</td>
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<tr>
<td>g. Library facilities</td>
<td>[       ]</td>
</tr>
<tr>
<td>h. Recreational facilities</td>
<td>[       ]</td>
</tr>
</tbody>
</table>

2. Kindly state the benefits derived by you from the training

   (Assign ranks in order of importance)

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Improved decision – making skills.</td>
<td>[       ]</td>
</tr>
<tr>
<td>b. Improved self-confidence.</td>
<td>[       ]</td>
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<tr>
<td>c. Identification with the goals of the bank.</td>
<td>[       ]</td>
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<tr>
<td>d. Improved ability to render the bank services in a</td>
<td>[       ]</td>
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<tr>
<td>customer-satisfying manner.</td>
<td></td>
</tr>
<tr>
<td>e. Improved job satisfaction.</td>
<td>[       ]</td>
</tr>
<tr>
<td>f. Improved prospects for promotion.</td>
<td>[       ]</td>
</tr>
<tr>
<td>g. Improved inter-personal relations.</td>
<td>[       ]</td>
</tr>
<tr>
<td>h. Improved ability to achieve judicious use of resources.</td>
<td>[       ]</td>
</tr>
<tr>
<td>i. Improved ability to delegate authority and responsibility.</td>
<td>[       ]</td>
</tr>
<tr>
<td>j. Improved ability to appraise the performance of branch staff.</td>
<td>[       ]</td>
</tr>
</tbody>
</table>
3. How do you find your work in the bank after returning from training?
   (Tick the relevant)
   a. Easier [ ]
   b. More interesting [ ]
   c. More challenging [ ]
   d. Remains the same [ ]

4. State the method followed by your bank in selecting the employees or candidates for training (Tick the relevant)
   a. Seniority [ ]
   b. Based on pre-determined training needs [ ]
   c. Number of times training opportunities available previously. [ ]
   d. Keeping the executive abreast with the changing banking. [ ]

5. What are the objectives of your bank in sending you to the training?
   (Assign ranks in order of importance).
   a. Increasing executive effectiveness in the existing job [ ]
   b. Giving a lift for promotion to a higher level job. [ ]
   c. Effecting the transfer of the executive to a new function. [ ]
   d. Keeping the executive abreast of the changing banking scenario. [ ]
   e. Reducing skill deficiency. [ ]
   f. Improving the ability to market bank services in a customer-satisfying manner. [ ]
   g. Ensuring continued availability of executives to take up new responsibility arising on account of changing banking scenario. [ ]
   h. To keep the executive away for a short period. [ ]
6. What are your objectives in attending the training programmes arranged by the bank? (Give preference in order of importance).

a. Gaining knowledge in an unknown area. [ ]
b. Improving ability to introduce new management culture into the management of bank branches. [ ]
c. Refreshing of ones memory of things learnt at an earlier date. [ ]
d. To gain improved job satisfaction. [ ]
e. To gain improved customer satisfaction. [ ]
f. Improving opportunities for getting promotion. [ ]
g. Get rid of day-to-day routine monotony. [ ]

7. How do you feel about the objectives of training programme? (Tick the relevant)

a. Addressed to meet the future requirements of the bank.

Yes [ ] No [ ]

b. Addressed to the specific problems confronting the execute.

Yes [ ] No [ ]

8. a. Did you make any attempt to introduce the newly learnt skills?

Yes [ ] No [ ]

b. If 'yes' kindly state the areas where you have introduced the new skills?

i. 

ii. 

c. If 'no' state the reasons for the same.

i. 

ii. 

x
IV. Promotional Policy

(Note: Should be given in the brackets by giving appropriate number according to scale).

Scale: 1. to a small extent
2. to a large extent
3. to a very great extent

1. a. What is the percentage of posts ear-marked for seniority alone in the promotions?

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

c. High performing employees should be given fast track promotions to keep them motivated.

d. Employee potential is properly evaluated to give promotion.

e. Whether promotion policy is effective in encouraging career promotion of employees.

f. Promotion gives better service conditions to the employees.

g. Promotion provides opportunities to work in challenging assignments.

2. What is the promotional policy in your Bank?

(Tick category wise) Recruitment from outside Internal promotion

a. Seniority [ ] [ ]
b. Branch manager [ ] [ ]
c. Accountants [ ] [ ]
d. Clerks [ ] [ ]

3. What is the criteria do you follow in promoting your employees to higher posts? (Tick appropriate one)

a. Performance appraisal (merit-rating) [ ]
b. Seniority-cum-merit [ ]
c. Informal judgment [ ]
d. Written test and interview [ ]

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V. Transfers

Scale: a. Fully agree
     b. Partly agree
     c. Partly disagree
     d. Totally disagree

1. i. There is a need for inter-branch transfer at the end of every 2 or 4 years. [ ]
     ii. Need to shift the responsibilities after every 3 or 4 years [ ]
     iii. There is a need to re-transfer an employee to the place of his/her own choice after every 4 to 5 years. [ ]
     iv. There is a need to equip all the employees with the knowledge of loans and advances department. [ ]
     v. There is need to have an uniform transfer policy. [ ]

2. Inter-branch transfer as opined by bank employee.
   a. to large extent b. to some extent

   i. More helpful to the staff [ ]
   ii. More helpful the bank business [ ]
   iii. More helpful for better customer services [ ]

3. i. Do you have a transfer policy in your Bank? [ ]
   a. Unprescribed Policy   b. Prescribed Policy c. No Policy at all

   ii. If your answer is negative, what are the reasons for non-transfer of employees?
       a. Always b. Occasionally c. Never

       i. Staff are against the transfers [ ]
       ii. Work disturbances due to transfers [ ]
       iii. Training cost (time, money) to be incurred on a new employee’s union is against it resistance from the employee union [ ]
4. If you have transfer policy what criteria your bank is adopting?
   a. Regular transfers (seniority based) [ ]
   b. Need-based transfer [ ]
   c. Transfer at the staff request [ ]
   d. Job enrichment transfers [ ]

5. Who is the authority to decide your transfer?
   a. G.M. only [ ]
   b. A.G.M/ D.G M [ ]
   c. B.M. only [ ]
   d. G.M, A.G.M/ D.GM with B.M. [ ]

6. There is a need to have
   1. Yes
   2. No
      a. Inter-departmental transfer in the same district. [ ]
      b. Inter-district transfer to the other banks. [ ]

7. How many transfers you have faced so far?
   a. Inter-departmental transfers in any branch in the district [ ]
   b. Inter-branch transfers but to the same department. [ ]
   c. Inter-branch transfers but to the different department. [ ]

VI. Job Rotation

<table>
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<tr>
<th>Yes</th>
<th>No</th>
</tr>
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<tbody>
<tr>
<td>[</td>
<td></td>
</tr>
</tbody>
</table>

2. If yes, state the duration of rotation
   a. Once in 3 years [ ]
   b. Once in 2 years [ ]
   c. Once in 1 year [ ]
   d. Less than 1 year [ ]
3. Before affecting the job rotation, did the manager discuss with-
   1. Yes      2. No
   a. All the staff members
   b. Only the staff member concerned
   c. Secretary of the Union
   d. No discussion at all

4. If your bank is not implementing the job rotation policy, what could be the reasons in your view?
   1. Disagree      2. Partly Agree      3. Fully Agree
   a. Absence of job rotation policy
   b. Reluctance by individuals from the department
   c. Reluctance by branch authority
   d. Reluctance from departmental heads
   e. Certain desks are considered as prestigious and they do not like their tables changed

5. Do you think that job rotation is a substitute for transfers from branch to branch?
   a. Mostly
   b. Occasionally
   c. Never

VII. Job Satisfaction

1. Are you satisfied in your job?
   a. Extremely satisfied      b. Moderately      c. Dissatisfied

2. How much of the time you feel satisfied with your job?
   a. Most of the time
   b. A good deal of time
   c. About half of the time

3. How do you feel about the nature of your job when compared to the same type of work at other banks?
   a. Very less hard than most other jobs.
   b. A little less hard than most other jobs
   c. About the same as most other jobs
   d. A little harder than most other jobs
e. Much harder than other jobs.

4. How do you feel about your involvement in your job?  
   a. Strongly involved  
   b. Moderately involved  
   c. Not at all

5. In your opinion, what is the level (percentage) of satisfaction on various job satisfying variables as mentioned below:

1. 10%  
   2. 20%  
   3. 30%  
   4. 40%  
   5. 50%  
   6. 60%  
   7. 70%

   a. Salary structure  
   b. Need fulfillment  
   c. Future prospects (promotional channel)  
   d. Job security  
   e. Working conditions  
   f. Other financial facilitates (Loans)  
   g. Recognition for your work  
   h. Interpersonal relations  
   i. Training & development  
   j. Physical utilities  
   k. Motivation from superiors to work  
   l. Organization policy  
   m. Suggestion system  
   n. System of control  
   o. Supervision  
   p. Grievance redressal procedure

VIII. Job Environment

1. How do you feel about the job environment provided to you?

   a. Job provided to me is of a challenging nature and varied one.

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>
b. Job provided gives an adequate authority and responsibilities.

    [ ] [ ]

c. Job provided to me gives me a sense of achievement.

    [ ] [ ]

d. Work conditions are congenial.

    [ ] [ ]

e. Job provided to me has elevated my status in the society.

    [ ] [ ]

f. Consider this job as a highly prized one

    [ ] [ ]

g. Job provided is of such a nature enabling effective supervision on the performance of my sub-ordinates.

    [ ] [ ]

h. Job is enabling me to improve the inter-personal relationship

    [ ] [ ]

Suggestions
1.
2.
3.