CHAPTER – VI
CONCLUSION AND FINDINGS

5.1 Suggestions
5.2 Conclusions
CHAPTER VI
CONCLUSION AND FINDINGS

Findings from employees perspective

1. It is found that even post graduates are working in both the companies as workers.
2. In both the companies is found that one respondent is having job experience between 30-40 years.
3. Respondent at S.G. are having positive view regarding motivation than the respondent at GMM.
4. Respondent at S.G. are more satisfied regarding incentives than respondent at GMM.
5. In both the companies for compensation the respondent has to bargain with their employer.
6. Both the companies are having flexible compensation structure.
7. Both the companies are having special allowances for special post.
8. It is found that in both the companies the motivational factor for respondent are both, financial and non financial motivation.
9. In both the companies the employees are fully satisfied with bonus, P.F., gratuity, workmen compensation, medical facilities, canteen facilities, educational facilities, loan facilities and uniform facilities.
10. It is found that only Swiss Glasscoat is having picnic for their employees.
11. In both the companies the following types of promotions are considered.

(a) merit as a basis of promotion
(b) seniority as a basis of promotion
(c) seniority-cum merit as a basis of promotion

12. It is found that S.G. is having more qualitative work environment than GMM.

13. It is found that both the companies are having the following policies and practices
   (a) Promotion
   (b) Transfer
   (c) Demotion
   (d) Dismissal
   (e) Suspension
   (f) Lay off

14. It is found that the respondent at S.G. are more satisfied than the respondent at GMM.

15. It is found that employer respondent co-operation is much better in S.G than in GMM.

16. Both the companies have training programmes.

17. It is found that respondent at S.G. are having more job satisfaction than that of GMM.

18. In both the companies it is found that promotion affects performance in a positive way.

19. It is found that both the companies respondent are negatively affected by the transfer.

20. It is found that all the respondent at S.G. are having positive opinion towards their employer and in GMM only 5 respondent are having
positive opinion towards their employer and the 15 respondent say that their employer is burdensome.

21. It is found that the respondent at S.G. are having more interest in the present job than that of GMM.

22. It is found that the respondent at GMM are more interested in changing the organization to earn more than that of S.G.

Table 6.1 Facilities available in S.G & GMM

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Swiss Glasscoat</td>
<td>GMM</td>
</tr>
<tr>
<td>Bonus</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Social security Measures</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Retirement benefits</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Provident fund</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Profit sharing</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>Leave with pay</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Supplementary payments</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Gratuity</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Pension</td>
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<td>Workmen compensation</td>
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<tr>
<td>Housing facilities</td>
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<td>10</td>
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<td>Medical benefits</td>
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<td>Canteen Facilities</td>
<td>20</td>
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</tr>
<tr>
<td>Educational facilities for children</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Recreational facilities</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Loan facilities</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Uniform</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>L.T.C.</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transport facilities</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Co-operative credit society</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td>Consumer stores</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Financial advice</td>
<td>12</td>
<td>8</td>
</tr>
</tbody>
</table>
From the above table it can be seen that the respondents at both the companies are fully satisfied with the bonus.

75% & 90% of the respondents at S.G and GMM respectively are satisfied with the retirement benefits. 100% respondents at both the companies are fully satisfied with the P.F.

100% & 60% of the respondents at S.G & GMM respectively are satisfied with the profit sharing.

75% & 50% of the respondents at S.G. & GMM are satisfied with leave with pay. 50% & 40% of respondents at S.G. & GMM respectively are satisfied with the supplementary payments.

100% of the respondents at S.G. & GMM are fully satisfied with gratuity, workmen compensation, medical facilities, canteen facilities, educational facilities, loan facilities and uniform facilities.

75% of the respondents at both the companies are satisfied the pension.

50% of the respondents at both the companies are satisfied with the housing facilities.

75% of the respondents at both the companies are satisfied with the recreational facilities.

Swiss Glasscoat is providing 100% transport facilities, so the respondents at 100% satisfied but in GMM only 50% of the respondents are satisfied with the transport facilities.

75% respondents at S.G are satisfied with the co-operative credit society and 60% respondents at GMM are satisfied with the co-operative credit society.

60% & 40% of the respondents at S.G. & GMM are satisfied with the financial advice.

And for social security measures, L.T.C. & consumer stores both the companies are not having any facility.
Facilities available in S.G and GMM shows that both the companies are not up to the mark in satisfying their employees. So both the companies has to take more care in satisfying their employees.

Table 6.2 Respondents Fringe Benefits

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Swiss Glasscoat</td>
<td>GMM</td>
</tr>
<tr>
<td>D.A.</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Vehicle allowance</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>H.R.A</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Shift allowance</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Washing allowance</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>T.A.</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Death benefit scheme</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Children’s education allowance</td>
<td>10</td>
<td>16</td>
</tr>
</tbody>
</table>

Table 6.2 of fringe benefits shows that all the respondents at both the companies are fully satisfied with D.A., washing allowance and death benefit scheme. 75% of the respondents at S.G. and 50% of the respondents at GMM respectively are satisfied with the vehicle allowance. 50% of the respondents at both the companies are satisfied with H.R.A. 75% of the respondents at both the companies are satisfied with T.A. 50% (10) and 80% (16) of the respondents at S.G. and GMM respectively are satisfied with children’s education allowance. Respondents fringe benefits shows that all the fringe benefits stated in the above table 6.2 are given in both the companies excepts shifts allowance. In
some of the fringe benefits the respondents are fully satisfied but in some of the fringe benefits both the companies are not upto the mark.

Table 6.3 Employer Employee Co-operation

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Swiss</td>
<td>GMM</td>
</tr>
<tr>
<td></td>
<td>Glasscoat</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

The study of the above table and diagram shows that the respondents at S.G are having more employer employer co-operation than that at GMM.

Table 6.4 Respondents job satisfaction

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Swiss</td>
<td>GMM</td>
</tr>
<tr>
<td></td>
<td>Glasscoat</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

The above table 6.4 shows that 75% (15) of the respondents at Swiss Glasscoat are having job satisfaction and 70% (14) of the respondents at GMM are having job satisfaction.
But 25% (5) of the respondents at Swiss Glasscoat are not having job satisfaction and 30% (6) of the respondents at GMM are not having job satisfaction.

Employees job satisfaction shows that the respondents at S.G are more satisfied than that at GMM.

**Table 6.5 Interested in the present job**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Swiss Glasscoat</td>
<td>GMM</td>
</tr>
<tr>
<td>Yes</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

The above study states that the respondents at GMM are more interested at the present job than that at S.G and so the respondents at S.G needs more change from the organisation to earn more than that at GMM.
6.1 Suggestions

1. Both the companies need to make more efforts in motivating their employees.
2. Respondents at both the companies should be made satisfied in incentives fully.
3. Swiss Glasscoat should take more care regarding retirement benefits.
4. Both the companies should increase their leave with pay.
5. Both the companies should make more arrangements for supplementary payments.
6. Recreational facilities should be given to the respondents of the companies for better performance.
7. The respondent at both the companies should enjoy more co-operative credit facilities.
8. Both the companies should establish consumer stores for their employees which is not there at present.
9. Both the companies should increase their financial advice for their employees.
10. In GMM picnic should be arranged for the respondent for a change in work life.
11. GMM needs to make more effort in making qualitative work environment.
12. Vehicle allowance should be increased in GMM.
13. Both the companies should make efforts to increase the H.R.A.
14. S.G. should take more care to provide children's education allowance.
15. Employer employee co-operation is not found sound in GMM so GMM has to develop it.
16. Both the companies should maintain training programmes.
17. Both the companies need to provide employee job satisfaction.
18. Both the companies should see that they should give the Salary in proportion to the cost of the city.
19. GMM is not following that much rational promotion policy that it should.
20. The manager of GMM has to be more co-operative with the employees.
21. Delegation of authority should be given to the employees.
22. Both the companies should make realize their employees about their job security which is not there at present.
6.2 Conclusion

No one is complete and perfect in this world. Human beings always commit mistakes and always try to improve the mistakes. But the truth is that we cannot ignore human beings. A human being is always at the center of the work. Even in this 21st century, which is known for the use of modern technology we can not leave human resource because all machines are to be run by the human resources, infact in this present competitive environment the importance of human resource is much more than ever before.

Every human being wants recognition. They need to have an environment of warmth in an organization. “As warmth begets warmth” & sets into motion a chain reaction of an elevated level of motivation and performance.

But to satisfy a human being is not an easy task. This is so because “money does not serve all the purposes. It has been rightly said, that, “Money is a good slave but a bad master”. Therefore it is important for an organisation to adopt some motivation practices along with compensation polices to satisfy their employees so that the desired goal of both the organisation as well as of the employees can be achieved easily. Based on the findings the researcher has found the following conclusions.

Table 6.6 Respondents views regarding motivation

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
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<td>GMM</td>
</tr>
<tr>
<td>Yes</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

Respondents views regarding motivation shows that respondents of S.G are more satisfied than that of GMM.
Table 6.7 Respondents views regarding incentives

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Swiss Glasscoat</td>
<td>GMM</td>
</tr>
<tr>
<td>Yes</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

Respondents views regarding incentives shows that respondents at S.G are more satisfied with the incentives given than that at GMM.

It was found that both the organizations have some limitations in motivating their employees. Though compensation and motivation practices in both the units are adequate but majority of the respondents looked satisfied by it.

In motivating the employees S.G. was better off in –

1. Providing motivation.
2. Providing incentives.
3. Providing facilities mentioned in table 5.10.
4. Providing other services mentioned in table 5.12.
5. Creating qualitative work environment.
7. Employer employee co-operation
8. Respondents job satisfaction.
9. Providing salary in proportion to the cost of the city.
10. Having rational promotion policy.
11. Respondents opinion towards employer.
Where as GMM was found better off in –
1. Providing retirement benefits.
2. In giving children’s education allowance.
3. Promotion policy.
4. Respondents interest in present job.
5. Delegation of authority to the respondents.

Both the companies were same on the following matters
1. Flexible compensation structure.
2. In providing social allowances for special post.
3. In providing bonus, P.F., gratuity, workmen compensation, medical facilities, canteen facilities, loan facilities and festival bashes.
4. In conducting policies and practices.
5. In giving fringe benefits such as D.A. H.R.A, washing allowance, T.A. and death benefit scheme.
6. In providing training programmes.
7. In providing some of the non financial benefits.

Both the companies were found weak on the following aspects
1. Providing housing facilities, supplementary payment and financial achieve.
2. Not encouraging the employees to take initiative.
3. No encouragement to employees to experiment with new methods of working.
4. Not giving leave with pay.
5. Not providing sufficient recreational facilities.
7. Not having sufficient co-operation with the employees.
8. Salary is not in proportion to the cost of the city.
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EMPLOYEE COMPENSATION AND MOTIVATION PRACTICES
QUESTIONNAIRE

The information collected through this questionnaire will be kept confidential and will be used for research purpose only.

A. Organisations Information:-
(For Management)
1. Name of the company. __________
2. Address of the company. __________
3. Year of establishment. __________
4. History of your organisation.
5. Board of Directors of the company. __________
6. Organisational structure of the company. __________
7. Product of the company. __________
8. Total number of staff of the company. __________
9. How many workers are there in the company? __________
10. How many females are working in your company? __________
11. How many hours does the company works daily? __________
12. In how many shifts the company works? __________
13. Annual turnover of the company. __________
14. What is the financial position of the company? __________
15. Is there any trade union in the company? Yes No. __________
16. Do you think that giving motivation to employees increases their efficiency to do work? Yes / No.
17. Do you practice performance appraisal in your organisation? Yes / No. __________
18. Do you believe that proper incentive is given when work is done properly? Yes / No. __________
19. Does compensation depend upon bargaining power of employer and employee in your company? Yes / No. 

20. Do you have a flexible compensation structure depending upon profitability and financial position of your company? Yes / No. 

21. Do you keep social allowances for special post? Yes / No. 

22. Which among the three work as a motivational factor according to your experiences? (Please tick) 
   (i) Financial Motivation □
   (ii) Non financial motivation □
   (iii) Both, financial and non financial □

23. Which facilities do you provide to your employees among the following? (Please tick). 
   (i) Bonus □
   (ii) Social security measures □
   (iii) Retirement benefits □
   (iv) Provident fund □
   (v) Profit sharing □
   (vi) Leave with pay □
   (vii) Supplementary payments □
   (viii) Gratuity □
   (ix) Pension □
   (x) Workmen compensation □
   (xi) Housing facilities □
   (xii) Medical benefits □
   (xiii) Canteen facilities □
   (xiv) Educational facilities for children □
   (xv) Recreational facilities □
24. By providing motivation, which of the following changes can be seen among employees? (Please Tick).
   (i) Increasing zeal □
   (ii) Becomes initiative □
   (iii) Increases enthusiasm □
   (iv) More regular □
   (v) More creative
   (vi) More interested □
   (vii) Becomes faithful □

25. Which of the following do you provide to your employees? (Please tick).
   (i) Free Lunches □
   (ii) Festival bashes □
   (iii) Coffee breaks □
   (iv) Picnic □
   (v) Dinner with the boss □
   (vi) Dinner for the family □
   (vii) Birthday treats □
   (viii) Desk accessories □
   (ix) Company time piece □
26. Do you think that you utilize the employees skill and knowledge at the appropriate level in the organizational hierarchy resulting in organizational effectiveness and employee satisfaction? Yes / No. ________

27. Among the following ways of promotion, which base of promotion do you have in your company? (Please tick).
   (i) Merit as a basis of promotion □
   (ii) Seniority as a basis of promotion □
   (iii) Seniority – Cum merit □
   (iv) Minimum length of service and merit □

28. Do you provide qualitative work environment and work life? Yes / No ________.

29. Do you have the rules and regulation for the employee working discipline? Yes / No ________.

30. What is your overall observation towards your employee in terms of the following? (Please tick).
   (i) Satisfied with the motivational polices and practices. ________.
   (ii) Not satisfied with the motivational polices and practices. ________.
   (iii) Satisfied with the compensation structure. ________.
   (iv) Not satisfied with the compensation structure. ________.
31. Do you have proper policies and practices for the following (please tick if having).

(i) Promotion □
(ii) Transfer □
(iii) Separation □
(iv) Demotion □
(v) Dismissal □
(vi) Suspension □
(vii) Lay – Off □

32. Which of the following fringe benefits do you provide to your employees (please tick).

(i) D.A.
(ii) Vehicle Allowance
(iii) H.R.A
(iv) Shift allowance
(v) Washing allowance
(vi) T.A.
(vii) Death benefit scheme
(viii) Children’s education allowance

33. Tick mark (✓) against the posts that you have in your company from the list given below and state their basic pay scales. (please give details of pay and pay structure and allowances given to employees in printed form.)

(i) Managing director □________
(ii) Executive Director □________
(iii) General Manager □________
(iv) Chief Manager □________
(v) Senior Manager □
(vi) Manager □
(vii) Deputy Manager □
(viii) Asst. Manager □
(ix) Supervisors □
(x) Accountant □
(xi) Store keeper □
(xii) Engineer □
(xiii) Technicians □
(xiv) Typist □
(xv) Peons, Sweepers and nursery □
(xvi) Mazdoors □
EMPLOYEE COMPENSATION AND MOTIVATION PRACTICES
QUESTIONNAIRE

The information collected through this questionnaire will be kept confidential and will be used for research purpose only.

B. Personal Information
(For employees)

1. Name of the company.
2. Personal name and address.
3. Sex : Male _____ Female _____
4. Date of joining the company.
5. Educational qualification.
6. Experience (No. of years or months)
7. Your salary.
8. Your age.
9. Have you worked in any other company before this? Yes / No
10. Do you feel the company as your own home? Yes / No.
11. Do you feel that the employer or boss are co-operative with you? Yes / No.
12. If you have any problem, then do you go directly to your boss? Yes / No.
13. Is your colleague co-operative with you? Yes / No.
14. Do your company conduct training programmes for you? Yes / No.
15. Do your company arranges tour or picnic for you at the company's expense? Yes / No.
16. Are you satisfied (Please tick)
   (i) With the organisation □
   (ii) With the place you are working □
   (iii) With the salary or wages □

17. Do your boss or manager visits your work place every now and then?
    Yes / No □

18. Should the boss or manager or supervisor increase or decrease their
    visits at the work place? (Please Tick)
    (i) Increase their visits □
    (ii) Decrease □

19. Are you satisfied with your non financial benefits received from the
    company?
    Yes / No □

20. Is your salary in proportion to the cost of the city where you live? Yes / No. □

21. Do you think that your company is following rational promotion policy?
    Yes / No. □

22. Whether promotion effects your performance in a positive way? Yes / No. □

23. Is performance appraisal practices in your company? Yes / No. □

24. Are you satisfied with the promotion policy of your company? Yes / No. □

25. Do you believe that proper money itself will serve all the purpose of
    life? Yes / No. □

26. Do you believe that proper incentives are given to you when the work is
    done properly? Yes / No. □
27. Does compensation depend upon the bargaining power of employer and employee in your company? Yes / No.

28. Whether transfer affects your performance in a positive way? Yes / No.

29. Which type of promotion policy does your company follow? (Please tick).
   (i) Seniority □
   (ii) Merit □
   (iii) Seniority cum merit □

30. Are you satisfied with the fringe benefits and services provided by your organisation? Yes / No

31. What is your opinion towards your employer in terms of following? (Please Tick).
   (i) Interesting □
   (ii) Monotonous □
   (iii) Burdensome □

32. Are you interested in your present job? Yes / No

33. Do you feel that you should change the organization to earn more? Yes / No

34. Among the following which one acts as a motivational tool? (Please tick)
   (i) Financial benefits □
   (ii) Non financial benefits □
   (iii) Both financial and non financial benefits □

35. From the following which non financial benefits do you have in your company? (Please tick)
   (i) Appraisal, praise and prestige □
   (ii) Status and pride □
(iii) Compensation □
(iv) Delegation of authority □
(v) Participation □
(vi) Job security □
(vii) Job enlargement □
(viii) Job rotation □
(ix) Work load □
(x) Job enrichment □
(xi) Reinforcement □
(xii) Quality of work life □

36. Do you have the following facilities in your company? (Please tick)

(i) Bonus □
(ii) Social security measures □
(iii) Retirement benefits □
(iv) Provident fund □
(v) Profit sharing □
(vi) Leave with pay □
(vii) Supplementary payments □
(viii) Gratuity □
(ix) Pension □
(x) Workers compensation □
(xi) Housing facilities
(xii) Medical benefits □
(xiii) Canteen facilities □
(xiv) Educational facilities for children □
(xv) Recreational facilities □
(xvi) Loan facilities □
(xvii) Uniform facilities □
37. Have you got any promotion? Yes / No. 

38. Do you commit any serious mistakes at your work place? Yes / No.

39. When you make mistakes, how do your boss behaves with you? (Please tick).
   (i) Positively □
   (ii) Negatively □

40. Do you think that the company increases your work efficiency? Yes / No.

41. Are you satisfied with the activities and programs conducted by your company? Yes / No.

42. Do you need any change in your work? Yes / No.

43. Are you satisfied with this job? Yes / No.
   (A) If yes, then why? Because of (please tick)
      (i) Good Pay □
      (ii) Good welfare facilities □
      (iii) Good career prospects □
      (iv) Any other (please specify) 
   (B) If no, then why? Because of (please tick)
      (i) Less pay □
      (ii) Inadequate welfare facilities □
      (iii) Inadequate career prospects □
      (iv) Any other (please specify) 

173
44. Please indicate the importance of the following attributes of job to you.

(Please mark (✓) in appropriate boxes)

<table>
<thead>
<tr>
<th>No.</th>
<th>Attributes</th>
<th>Most imp (5)</th>
<th>Imp (4)</th>
<th>Average (3)</th>
<th>Not Imp (2)</th>
<th>Least Imp (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fair compensation.</td>
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<td>2</td>
<td>Interesting job.</td>
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<td>3</td>
<td>A good boss.</td>
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<td>4</td>
<td>Financial and non financial benefits.</td>
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<tr>
<td>5</td>
<td>Job security.</td>
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<tr>
<td>6</td>
<td>Work freedom.</td>
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<tr>
<td>7</td>
<td>Job satisfaction.</td>
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<td>8</td>
<td>Recognition and appreciation of work, I do.</td>
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<td>9</td>
<td>The opportunity for advancement.</td>
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<td>10</td>
<td>A prestigious personal life.</td>
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<td>11</td>
<td>A prestigious or status job.</td>
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<td>12</td>
<td>Job responsibility.</td>
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<td>13</td>
<td>Good quality of work life.</td>
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<td>14</td>
<td>Sensible rules and regulations, procedures.</td>
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</tr>
</tbody>
</table>
15 The opportunity to grow through learning new things.

16 Support of peers, superiors and subordinates.

17 A job I can do well and succeed at.

18 Job rotation.

45. Please select your responses from the following (please tick your answer)

<table>
<thead>
<tr>
<th>No.</th>
<th>Attributes</th>
<th>Strongly agree (5)</th>
<th>Agree (4)</th>
<th>Average (3)</th>
<th>Disagree (2)</th>
<th>Strongly disagree (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Importance is given to the development of human resources in this company.</td>
<td></td>
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<td>2</td>
<td>Human resources are treated as extremely important resources in the company.</td>
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<td>3</td>
<td>Managers take interest in the development of their subordinates.</td>
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<td>4</td>
<td>Employees are helped to acquire the skills and gain competence in doing their jobs.</td>
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<tr>
<td>5</td>
<td>There is a vast scope for acquiring new skills and development in this company.</td>
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<td>6</td>
<td>The top management makes efforts to identify and utilize the potential of the employees.</td>
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<td>7</td>
<td>Good work done by the employees is appreciated.</td>
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<td>8</td>
<td>Employees are encouraged to experiment with new methods of working.</td>
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<td>9</td>
<td>When any employees makes a mistake his supervisor treats it with understanding and helps him to learn from such mistakes.</td>
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<td>10</td>
<td>Employees in this company takes pains to find out their strength and weakness from their seniors.</td>
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<tr>
<td>11</td>
<td>There is a climate of openness and maturity in the company.</td>
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<td>12</td>
<td>Employees are not afraid to express or discuss their feelings with the superiors.</td>
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<tr>
<td>13</td>
<td>Employees are encouraged to take initiative and to do things on their own.</td>
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<td>14</td>
<td>Delegation of authority to encourage juniors is quite common in this company.</td>
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<td>15</td>
<td>When seniors delegate authority to juniors they use it as an opportunity.</td>
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<td>16</td>
<td>When problems arise they are discussed openly and tried to be solved rather than keep on accusing each other.</td>
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<tr>
<td>17</td>
<td>There is a well developed human resource information system in the company.</td>
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<td>18</td>
<td>Employees at all the levels are considered for training.</td>
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<td>19</td>
<td>Training needs are identified before sending the employees to undertake it.</td>
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<tr>
<td>20</td>
<td>Training programmes are taken seriously by the employees.</td>
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<tr>
<td>21</td>
<td>Training in human skills is provided to develop human relation competency.</td>
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</table>