Annexure - I

Questionnaire issued to Managers/Officers of Kanoria
Industries Ltd., Bagalkot (Cement Division)

1. Name :

2. Designation/Department :

3. Qualifications :

4. Age :

5. Length of service in this Company :

6. Whether native of Bagalkot or migrated? :

The following questions relate to the environment in your company, after introduction of the H.R.D. Department in 1985-86. Please bear this mind and answer the following, for the years 1988-89 to 1992-93.

7. Training

1) Have you attended any training programmes in the company?
2) How many and of what duration?
3) How many Indoor training programmes?
4) How many Outdoor training programmes?

You will find below, a few statements: 6 Always True in a 6 point scale, ranging from (1) to (6) as shown. Please mark (/) against the number you choose.

5) Do you agree that following are the benefits from your company training programmes?

1) Increase in Communicative skill : 6 5 4 3 2 1
2) Reduction in decision making time : 6 5 4 3 2 1
3) Increase in information : 6 5 4 3 2 1
4) Improvement in your attitude towards the Company : 6 5 4 3 2 1
5) Widened and deepened your perceptive horizon with high fidelity towards the organisation : 6 5 4 3 2 1
6) Improvement in your ability to understand the past, present and anticipate the future : 6 5 4 3 2 1
7) Improvement in the intelligence, in respect of adopting to realities : 6 5 4 3 2 1
8) Improvement in your ability, to stand all kinds of people and situations : 6 5 4 3 2 1
9) Improvement in your ability, to make people sign up and bind them in trust : 6 5 4 3 2 1
10) Enriched human capital value, regarding performance and contribution : 6 5 4 3 2 1
11) Doing the best possible, with available resources : 6 5 4 3 2 1
12) Keeping Time, Head, word & Temper, all the time, as expected : 6 5 4 3 2 1
13) Increasing one's timely intervening ability, when and where it counts : 6 5 4 3 2 1
14) Improvement in ability and willingness to develop people : 6 5 4 3 2 1
15) Do you agree that the multicraft training system, introduced in your organisation, has helped your employees, to effectively handle different types of machinery and jobs? : 6 5 4 3 2 1
16) Do you agree that you have more opportunities for advancement, now, than before? : 6 5 4 3 2 1
17) Do you agree that training has helped you to reduce costs? : 6 5 4 3 2 1

8. PERFORMANCE APPRAISAL

1) Do you have a system of performance appraisal? self appraisal? Yes / No

2) How often is it done? 1) Once a year
2) Once in 6 months
3) More often
<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
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<tr>
<td>3) Who does the appraisal?</td>
<td>1) Supervisors</td>
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<td>2) Representatives of the Personnel Department</td>
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<td>3) Review Committee</td>
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<td>4) What is the basis of appraisal?</td>
<td>1) Qualitative Traits - Loyalty, adaptability etc.</td>
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<td>2) Performance Traits</td>
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<td>3) Quantitatively-Quantum of output etc.</td>
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<td>4) Attendance</td>
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<td>5)</td>
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<td>6)</td>
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<td>5) While appraising the employees do you assess the following?</td>
<td>1) Training need</td>
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<td>2) Development potential</td>
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<td>6) What is your purpose of Performance Appraisal?</td>
<td>1) To decide annual increments</td>
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<td></td>
<td>2) For career planning</td>
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<td>3) For Training and Counselling</td>
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<td>4) To make placement decisions</td>
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<td>5) For Reward and punishment</td>
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<td>6) For Manpower planning</td>
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<td>7) For Management Inventory</td>
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<td>8) Confirmation of Trainees and Probationers.</td>
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<td>7) What problems are encountered by you while implementing Performance</td>
<td>1) Personal Biases &amp; Prejudices</td>
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<td>Appraisal?</td>
<td>2) Lack of Congruence towards the system (Indifference from subordinates)</td>
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<td>3) Skepticism, arising from non-agreement with set criteria</td>
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<td>4) Mistrust of the appraisees,</td>
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<td>5) Feeling of victimisation and defensive behaviour</td>
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<td></td>
<td>6) Unwillingness of subordinates to accept bitter truth.</td>
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</table>
8. Do you agree that the system of performance appraisal has helped your organisation to improve the quality of your employees?  
   Yes / No / Not certain

9. CAREER PLANNING

1) Has your organisation been pursuing career planning activities, for your staff?  
   Yes / No

2) What system do you have to evaluate your career planning activities?

3) Which of the following activities would you like to have, if not already in existence? Please Mark(/)
   1) Man-Power planning  
   2) Management Inventory  
   3) Organisational Man Power planning  
   4) Individual Career Planning  
   5) Career Information systems  
   6) Career Counselling  
   7) Potential Appraisal  
   8) Management development & Training.

10. MOTIVATION

1) What is the criteria for getting promotions, in your company?
   a) Outstanding Performance  
   b) Seniority in service  
   c) Added Qualifications  
   d) Any thing else? Please specify.

   You will find below, a few statements : 6 Always True
   in a 6 point scale ranging from (1) to (6) as shown. Please mark (/) against the number you choose.
   5 Almost always true  
   4 Mostly true  
   3 Sometimes true  
   2 Rarely true  
   1 Not at all true

2) Do you agree that:-
   a) The company provides opportunities to participate in making decisions related to your job
      : 6 5 4 3 2 1
b) Your job is a very challenging and rewarding one.
c) You are given autonomy and independence in your job.
d) The working atmosphere in your company, has improved, after the H.R.D. department was introduced, as a result of which there is sustained motivation for employees, to invest themselves, whole heartedly, in their jobs.
e) The management provides you, with opportunities for achievement and recognition for that achievement, so that you will be motivated.
f) Workers can produce more, if properly motivated.
g) Group motivation, present in your company, is a key factor, for improving worker productivity.

11. LEADERSHIP AND SUPERVISION (Mark '/')

Do you agree that:

1) Your superior is aware of your expectations, reactions and aspirations?  
6 5 4 3 2 1

2) Your superior is correctly informed of all the obstacles, problems and failure of work, if any, in your department?  
6 5 4 3 2 1

3) Your superior tries to understand your problems and do something about them?  
6 5 4 3 2 1

4) The atmosphere in your department is supportive and helps you, to achieve and maintain your personal health and importance?  
6 5 4 3 2 1

5) Your superior supervises closely, catches any mistakes and promptly reviews all errors, with who ever made them?  
6 5 4 3 2 1

6) He is competent to do his job?  
6 5 4 3 2 1

7) He shows enough interest in the people he works with?  
6 5 4 3 2 1

8) You feel free to express your own ideas and suggestions?  
6 5 4 3 2 1

9) Your trust and confidence in your superior has increased?  
6 5 4 3 2 1

10) That supervision is employee centred and not only production centred?  
6 5 4 3 2 1
11) That your superior explains, how the job is to be accomplished, rather than leaving entire decisions, control and responsibility, to you? 6 5 4 3 2 1
12) That, as a result of effective training, need for supervision over your employees, is less? 6 5 4 3 2 1
13) Employees are not afraid to express or discuss their feelings, with their subordinates? 6 5 4 3 2 1

12. MORALE

Do you agree that :-

1) Your sense of belonging to your organisation has increased? 6 5 4 3 2 1
2) Working relationship, between you and your colleagues, supervisors and subordinates, have improved and are cordial? 6 5 4 3 2 1
3) High sense of job satisfaction, prevails among employees? 6 5 4 3 2 1
4) Your company is concerned about the welfare of its employees? 6 5 4 3 2 1
5) Spirit of Co-operation, exists among employees? 6 5 4 3 2 1
6) High degree of employee initiative, exists in the company? 6 5 4 3 2 1
7) Employees have a sense of pride, in being associated with the company? 6 5 4 3 2 1
8) There is voluntary confirmation to rules, regulations and orders? 6 5 4 3 2 1
9) Fairly high degree of mutual trust and mutual support, exists in your organisation? 6 5 4 3 2 1

13. COMMUNICATION

Do you agree?

1) There is wide participation, in the decision making process, of your department 6 5 4 3 2 1
2) Diversity in outlook and difference in point of view, are welcomed by you 6 5 4 3 2 1
3) Each person in your department, listens attentively and earnestly and without suspicion, to information from others 6 5 4 3 2 1
4) People in your department, seem to work together, like a team
5) Employees in your department, would go out of the way, to stand up for each other
6) There is a free flow of open and honest communication
7) There exists improved two way communication, which can greatly enhance, sustained long term job satisfaction of employees
8) You feel that your responsibilities are clearly defined
9) There is a reduction in false rumours in your in your department, due to effective communication.

14. WORK ATTITUDE

Do you agree that :-

1) Your "productivity will" has increased, after the introduction of the H.R.D. Department?
2) That you have been constantly trying to improve the quality of your work?

Do you agree with the following :-

3) I can see the results of my work and have a sense of achievement
4) I am given a chance to do the things, I do best
5) I am given a lot of freedom, to decide, how I do my work
6) I am free, from conflicting demands that other people make of me
7) I am not asked to do excessive amounts of work
8) My attitude towards superiors, has improved
9) My attitude towards subordinates, has improved
10) My attitude towards associates, has improved
11) I am able to handle complex situations, with ease
12) There is an improvement, in the physical effort, put in by the employee
13) There is an improvement in mental effort, put: 6 5 4 3 2 1
in by the employee.

15. TEAM WORK AND GROUP SOLIDARITY

Do you observe -

1) An improvement in the team spirit, among your: 6 5 4 3 2 1
department employees?
2) That your commitment, to the goals of the : 6 5 4 3 2 1
organisation, alongwith your colleagues, has increased?
3) That "every man for himself" attitude, is not: 6 5 4 3 2 1
prevalent in your organisation, but there is genuine concern for each other?
4) That your employees have learnt to accept : 6 5 4 3 2 1
conflicts and work them through?
5) That abilities, knowledge and experience, : 6 5 4 3 2 1
of all your employees, are fully utilised by your team
6) Your department team work, has improved, due to: 6 5 4 3 2 1
participation afforded to the workers, in changes affecting them?
7) That your workers believe in controlling : 6 5 4 3 2 1
themselves, rather than being controlled from above?

16. COMPLAINTS AND GRIEVANCES

1) Suppose you have a complaint, would you : 6 5 4 3 2 1
hesitate to take it up with the higher management, where you work?
2) Are you confident that you grievances will : 6 5 4 3 2 1
be given a patient hearing and will be satisfactorily attended to?
3) Do the employees of your department, frankly : 6 5 4 3 2 1
come out with their problems?
4) Do your trade unions have to intervene, in : 6 5 4 3 2 1
the solution of complaints or grievances?
17. SAFETY MEASURES

Do you agree :-

1) That your company is genuinely concerned about the safety of its employees?  
2) That accidents have reduced, since 1985?  
3) That your company awards satisfactory compensations, in case of accidents?  
4) That the training sessions, conducted by the H.R.D. Department, on safety, have helped to increase, the safety mindedness of the employees, of your organisation?

18. COST REDUCTION PROGRAMMES

Do you agree that :-

1) These programmes, conducted by the H.R.D. Department, have helped practically, in reducing cost and optimising gain?  
2) You have been able to produce results at lower cost?  
3) You have achieved optimum utilisation of Man Power?  
4) You have produced results with the most efficient method?

GENERAL

1) Have you, as a manager, been able to reduce time lost due to -

   1. Absenteeism  
   2. Idleness  
   3. Careless work  
   4. Accidents  
   5. Lack of Attention & Interest

2) Do you agree that the level of education of the employee, has positive role to play, in the success of any H.R.D. Programme?

3) "An organisation's productivity, can be enhanced, through improvement in quality"
Does this hold good, for improvement in the quality of man power?

4) That your H.R.D. programmes, have certainly helped, in enhancing ambition and Job pride, among the employees?

5) That workers here, can produce more, if properly trained?

6) That H.R.D. programmes of your company, have a direct bearing on worker productivity?

7) Do you agree that after H.R.D. was introduced in your company, there has been reduction -
   1. In work stoppages?
   2. In slow downs?
   3. In misbehaviour by workers?
   4. In occupational injuries?

8) How long, do you expect to be working, for his company?
   1. Intend to stay till retirement
   2. I will leave only if an exceptional opportunity turns up
   3. I will leave in case some better opportunity turns up
   4. I intend to leave as soon as possible.