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APPENDIX-I

Contribution of People Management to organizational sustainability –
A Case study of Ushodaya Publications
(A Division of Ushodaya Enterprises Pvt. Ltd., Hyderabad)

SCHEDULE FOR EMPLOYEE

Schedule-A

1) Age ( )
   a) 20 and below b) 21-30 c) 31-40 d) 41-50 e) 51-58.
2) Sex ( )
   a) Male b) Female
3) Education ( )
   a) Illiterate b) Primary and S.S.C below c) Undergraduate d) Graduate
   e) Post graduate f) Professional course.
4) Marital Status ( )
   a) Married b) Single c) Separated d) Windower / Widow
5) Number of dependents ( )
   a) One b) Two c) Three d) Four e) Five f) Six
6) Annual Income from different sources

<table>
<thead>
<tr>
<th>Sources</th>
<th>Income (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Income from salary</td>
<td></td>
</tr>
<tr>
<td>2. Income from agricultural land</td>
<td></td>
</tr>
<tr>
<td>3. Income from house property</td>
<td></td>
</tr>
<tr>
<td>4. Income from earning members</td>
<td></td>
</tr>
<tr>
<td>5. Any other (please specify)</td>
<td></td>
</tr>
</tbody>
</table>

7) Year of joining the organization :
8) How did you come to know of the availability of the first job you held in the organization? ( )
   a) Employment Exchange b) Through existing employees c) Through personal enquires d) Advertisement
9) Did you face any one or more of the following before joining the first job in the organization? ( )
   a) Oral interview b) Written test and interview c) Any other, method, specify
10) What is the basis for your selection? ( )
    a) Merit b) Reservation Quota c) Other considerations, specify
11) Have you been given orientation / induction when you first joined the organization? ( )
   a) Yes  b) No
12) If yes, give details : ( )
13) What are your total emoluments? ( )
   a) Below Rs.20000  b) Rs. 20000 - 40000  c) Rs. 40001- 60000  d) 60000 and above
14) Are you satisfied with your salary? ( )
   a) Satisfied  b) Not satisfied  c) Satisfied to some extent
15) Is your pay better than the pay in similar organization? ( )
   a) Much better  b) Better  c) Not better
16) Did you undergo any training in the company’s training institute? ( )
   a) Yes  b) No
17) What is your opinion about the following facilities provided in Human Resource Development and Training Institute? ( )
   a) Located at the place -Yes/No  b) Climate congenial are learning -Yes/No
   c) Physical facilities are adequate Yes/No  d) Fully equipped with required teaching aids - Yes/No
   e) Ventilation, lighting are adequate - Yes/No  
   f) Library is well equipped - Yes/No  g) Institute has competent staff - Yes/No
18) What is your opinion about the following aspects of the training programme which you have last attended? ( )
   a) Content of the course  Good/ Satisfactory / Poor
   b) Sequence of topics  Good/ Satisfactory / Poor
   c) Duration of programme  Tool long / Adequate / Too short
   d) Use of relevant training techniques  Good/ Satisfactory / Poor
   e) Reading material  Good/ Satisfactory / Poor
   f) Punctuality in running the programme  Good/ Satisfactory / Poor
   g) Competency of the faculty  Good/ Satisfactory / Poor
19) To what extent the training helped you to improve your performance? ( )
   a) To a great extent  b) Some extent  d) Not at all
20) Did you derive any of the following benefits out of the training programmes you have attended? ( )
   a) Better understanding of jobs  b) Renewed confidence  c) Better management of day to day problems  d) No benefits
21) What is your opinion on the working of grievance machinery? ( )
   a) Satisfactory  b) Unsatisfactory  c) No opinion
SCHEDULE FOR EMPLOYEE

SECTION – B

BENEFITS AND SERVICES

What is your opinion on the following benefits and services provided in your Organization put (✔) mark in the space provided:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Description</th>
<th>Satisfied</th>
<th>Satisfied to some extent</th>
<th>Neither Satisfied nor Dis-satisfied</th>
<th>Dis-Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Canteen</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Lunch Rooms</td>
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<tr>
<td>3</td>
<td>Rest Rooms</td>
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<tr>
<td>4</td>
<td>Medical Facilities</td>
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<td></td>
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<tr>
<td>5</td>
<td>Washing Facilities</td>
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<tr>
<td>6</td>
<td>Supply of drinking water</td>
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<td></td>
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<td></td>
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<tr>
<td>7</td>
<td>Facilities for uniform and for storing clothing</td>
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<td></td>
<td></td>
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<td></td>
<td>(applicable only for Factory and Security staff)</td>
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<tr>
<td>8</td>
<td>Leave Travel</td>
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<tr>
<td>9</td>
<td>Payment of Gratuity</td>
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<td></td>
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<tr>
<td>10</td>
<td>Leave with Pay</td>
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<tr>
<td>11</td>
<td>Accidental Benefits</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>12</td>
<td>Support to Family by management in case of death</td>
<td></td>
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<td></td>
<td>while in service</td>
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</tbody>
</table>
SECTION – C
HR CLIMATE

Use the following key to answer the questions below:

(a) VERY TRUE   (b) TRUE
(c) PARTIALLY TRUE   (d) NOT TRUE

1. Employees are given an opportunity to offer their feedback to management [ ]
2. There is regular and clear communication to employees by senior management officials [ ]
3. Satisfaction of employees in this organization is monitored efficiently [ ]
4. Employees in this organization are encouraged to share ideas as well as suggestions [ ]
5. Job skills and training programs are provided to employees by this organization [ ]
6. The level of Team work and group work participation in this organization is efficiently carried out [ ]
7. There is no favoritism or biase against employees in recognition of performance [ ]
8. There are good interpersonal relationships within the office [ ]
9. Employees have easy access to their managers or supervisors [ ]
10. The organization practices high standards of professionalism [ ]
11. Career development services offered to employees in this organization are efficient and adequate [ ]
12. Family support and welfare services provided to employees in this organization are effective and adequate [ ]
13. Employees are accorded sufficient time off from work [ ]
14. Satisfied with the salary in relation to the work you put in [ ]
15. The organization recognizes your hard work and inspire you to do well [ ]
16. Your colleagues are helpful and cordial and your manager is quite supportive and encouraging [ ]
17. The work environment in this company is healthy and it follows a good approach towards targets [ ]
18. You have no complaints against the company or co-employees [ ]

SECTION – D

GENERAL

What would you like to see changes in this organization?

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

What do you like most about this organization?

___________________________________________________________________________________

___________________________________________________________________________________
In-depth Interview Questionnaire:

1. What are the current perceptions of people management among a sample of organization employees?
2. What activities (additional) do the sample of organization conduct in the name of people management?
3. What motivates this organization to practice people management?
4. Which stakeholders do these organizations perceive to be important?
5. What decision making processes drive the people management practices of these organizations?
6. How do these organizations communicate their people management related messages to their stakeholders?
7. What resources are allocated or their people management programmes?
8. How do these organizations evaluate their people management practices?
9. What benefits have these organizations achieved in their people management initiatives?

The questions 2, 4, 5 and 7 help us analyze the activities, motivations, decision-making processes, stakeholders, and resources related to people management.