Questionnaire
On
“Issues and Crises in Managing Human Resource in Automobile Industries: With Special Reference to Maharashtra”

Name : ( ) Designation : ( )
Name of Company : ( ) Location : ( )
Experience with this company : ( ) Total experience : ( )

1) Which are major five functions of HR department? Could you arrange it in a sequence by its difficulty in managing (most difficult would come first)

1_________ 2_________ 3___________
4_________ 5___________
You can select from following, or mention on your own.
- Human Resource Planning
- Recruitment & Selection
- Performance Appraisal
- Training & Development
- Labour Management Relations
- Time Office Management
- Benefits & Compensation
- Employee Welfare
- Legal Compliance
- Attrition Control

d. it is included in the agenda, but some time escapes because of running behind time
e. it is never given such importance to be discussed in every monthly meeting

4) Approach of senior management to employee welfare activities-
a. Takes keen interest
b. Looks a part of strategic Human Resource Management
c. Considered as very important activity
d. Just to fulfil the minimum law requirement
e. Not considered as important activity

5) Employee’s opinion on employee welfare activities of the organization
a. Total satisfied
b. Somewhat Satisfied
c. Neutral
d. Somewhat Dissatisfied
e. Dissatisfied

6) Which priority motivates employee to work with full efficiency?
a. Monitory benefits
b. Reward & Recognition
c. Fancy designation
d. Responsibility with Authority
e. Good working atmosphere

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7) How vacancies are filled in your organization? (you can select two or more options)
   a. Mostly through consultants
   b. Mostly through Internal sources (Employee referrals)
   c. Through media advertisements
   d. Campus Interviews
   e. Through employment office
   f. Through Private Job portal websites.

8) State your rating for training initiatives of your organization, (Rating criteria - 5 excellent & 1 very poor.)
   a. 5  b. 4  c. 3  d. 2  e. 1

9) Do you think the Performance Appraisal system in your organization is sufficient to Appraise & give justice to employee efforts?
   (Rating 5 is excellent and rating 1 is very poor.)
   a. 5  b. 4  c. 3  d. 2  e. 1

10) Has your organization faced employee strikes or similar problems in last 5 years? If yes, How many times?
    - Yes _____ Times / No

11) Reasons for emergence of strikes (your observation)
    a. Wages
    b. Working conditions
    c. Lack of welfare activities
    d. Lack of Security
    e. Favouritism practices

12) What is the period for agreement with workers in your organization?
    _____ Years

13) What type of Facility for imparting training are provided (select one or more options)
    a. Pre entry training
    b. Post entry training
    c. On job training
    d. Training abroad (or with other company)
    e. Refresher Training

14) In your opinion, the best training advantages are
    a. Hike in salary
    b. Promotional possibilities
    c. More responsibilities
    d. Inculcate new techniques
    e. Capacity building

15) How the employees respond to training initiative in your company?
    a. Happy to attend trainings
    b. Participate outdoor trainings only
    c. Cannot attend training due to pressure of target completion
    d. Reluctant of training activities
    e. Do not Intend to attend the trainings

16) How / whether you get efficiency advantages?
    a. Fringe benefits
    b. More authority
    c. Travel & tour facility
    d. Incremental facility
    e. Fancy designation

17) In your Opinion implementation of code of conduct is;
    a. Strictly followed
    b. Ephemeral role is maintained
    c. Penalty / Warning are issued
    d. Financial punishment
    e. Promotions are affected

18) To what extent HR issues of your organization affects?
    a. Superior subordinate relations
    b. Interpersonal relations
    c. Growing union pressures
    d. Adversely affects the organizational quality / production
    e. Ecology of Management is disturbed

19) How managerial skills help to come out of the crises?
    a. By way of integration
    b. Using compromise techniques
    c. By way of domination
    d. Maintaining dignity of both
    e. Using give away principal

20) The permanent challenges before HR Management are;
    a. Capacity building
    b. Training
    c. Ensuring Employee’s welfare
    d. Maintaining dignity
    e. Performance Management

21) How employees are motivated in your organization?
    a. Self-Motivation
    b. Motivated by organizational initiative
    c. Motivated by non-monetary benefits
    d. Motivated by organizational work culture
    e. The concept is absent
22) What is the level of worker participation in management?
   a. Workers are appreciated for suggestions in product or process improvements
   b. Well known Kaizen system is implemented for improvements
   c. Monetary benefits are awarded for useful suggestions
   d. Worker participation is overlooked
   e. Company do not have any system to consider worker suggestions

23) State the status of employee-employer relations in your organization;
   a. Cooperative
   b. Strategic Partnership
   c. Traditional
   d. Conflicting / Non cordial
   e. Mixed

24) Please specify the type of approach that reflects the attitudes of management & employees towards each other.
   a. Employment contract (legal)
   b. Human Relativity
   c. Open Culture
   d. Apprehensive
   e. Inconsistent

25) Please state the degree of discipline in your organization
   a. Discipline is a culture of our company
   b. Discipline is strictly followed
   c. Discipline is followed because of the fear of disciplinary action
   d. Discipline is a major issue in our company
   e. No comments please

26) Compensation policy leads to-
   a. Attract prospectus employee
   b. Retain the employees
   c. Minimize labour cost
   d. Improve productivity
   e. Minimize labour unrest

27) Please indicate the forms of employee involvement in your organization-
   a. Works Committee
   b. Joint Consultation
   c. Suggestion Scheme
   d. Quality Circles
   e. No employee involvement

28) Which method attracts new entrants to join your company -
   a. Policy of career planning and development
   b. Procedure of performance appraisal
   c. Training & Development facilities
   d. Organizations succession planning
   e. Employee’s access to profit sharing / gain sharing / employee share ownership plan

29) Which Non-financial reward methods are implemented in your company?
   a. Job enlargement
   b. Job enrichment
   c. Job rotation
   d. Working in team
   e. No any Non-Financial reward method

30) Which non-monetary factors do you think help in building up the motivation level of employee?
   a. Respectful treatment
   b. Recognizing the individual performance
   c. Training
   d. Regular feedback of performance and behaviour
   e. Assignment of challenging tasks

31) What is the level of stress in your company?
   a. Optimum stress level is maintained
   b. Employees work under stress
   c. Employees in specific department work under stress
   d. Stress is concern of white collar staff and not for blue collar employees
   e. Stress free atmosphere is maintained in the company

32) Quantity of accident happened in your company.
   a. 8 to 10 per year
   b. 6 to 8 per year
   c. 4 to 6 per year
   d. 2 to 4 per year
   e. Less than 2 per year

33) What is employee satisfaction level about job security in your company?
   a. Total satisfied
   b. Somewhat Satisfied
34) What is the level of supervision and monitoring in your company?
a. The supervisors usually check for the mistakes and detect the person making mistakes.
b. The supervisors strongly prefer their subordinates to ask them for instructions and suggestions.
c. Offers reward for outstanding achievements
d. Supervisors use their authority to influence subordinates
e. Supervisors are more concerned with maintaining good relations with their subordinates than emphasizing duty and performance

35) How a problem is tackled in your company?
a. Taken as challenge and efforts are taken to find out better solutions
b. Experts are consulted to play important role in problem solving
c. People usually refer problems to their seniors and looks to them for solutions
d. Problems are solved by teamwork
e. Problems are considered as pain for supervisors. Subordinates are not involved.

36) How a conflict is managed in your company?
a. Conflicts are usually avoided to maintain friendly atmosphere
b. In-house interdepartmental committee resolves the conflicts
c. Experts are consulted and their advice is used to resolve the conflict
d. Arbitration or third party intervention is sought and used
e. Legal frame work is used to resolve the conflicts

37) What are the general occupational hazards to your organization?
a. Accident Hazards
b. Physical Hazards
c. Chemical Hazards
d. Biological Hazards
e. No any occupational Hazard

38) Do you have practice of Late Hour Working in your company?
a. No. We are strictly stickup to the shift timings
b. Fixed Shift timings are formed. But subject to workload we need to spend few more hours in company
c. Blue colour employees need to work for overtime. they are paid for that
d. In a high demand season every body works for more hours in the company’s interest
e. Lack of planning is a major concern behind the late hour working

39) What is employee turnover percentage in your company?
a. Less than 10 %
b. 10 % to 20 %
c. 20 % to 30 %
d. 30 % to 40%
e. More than 40 %

40) Your views about contract labour in your company?
a. Contract labour is necessary for specific type of work
b. Contract labour plays important role during high demand period
c. Handling various issues related to contract labour is very difficult
d. We never get sufficient contract labour in need
e. We do not employ contract labour in our company