

APPENDIX - 1

HUMAN RESOURCE DEVELOPMENT QUESTIONNAIRE

- I. Name :
- II. Age :
- III. Qualification :
- IV. Total length of Service :
- V. Designation :
- VI. Grade :

Dear Sir/Madam,

You will find below some questions related to you/your organisation. Against each statement there are five columns showing five degree of statement, ranging from almost always true to not at all true. You are required to read the questions / statements carefully and give your free and frank opinion about the statements.

First respond to each item by putting a tick mark (✓) in the number, that you individually feel is right to the question using the following scale.

---

I	II	III	IV	V
Almost always True	Mostly True	Sometimes True	Rarely True	Not at all True
(5)	(4)	(3)	(2)	(1)

---

For instance you say Almost Always True then put a tick mark (✓) in the column " Almost Always True " and if you want to say Not at all True, put a tick mark in the column " Not at all True

" You have five options for each statement showing in this Questionnaire.

The Questionnaire will be used purely for research work and not for any other purpose.

Therefore, I request you to kindly extend your full and active co-operation.

Thanking you and oblige.

PLACE :

yours faithfully,

DATE :

Sd/-

(RESEARCH FELLOW)

1. The top management of this organisation goes out of its way to make sure that employees enjoy their work.  
(5) (4) (3) (2) (1)
2. The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.  
(5) (4) (3) (2) (1)
3. Development of the subordinates is seen as an important part of their job by the managers/officers here.  
(5) (4) (3) (2) (1)
4. The personnel policies in this organisation facilitate employee development.  
(5) (4) (3) (2) (1)
5. The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees  
(5) (4) (3) (2) (1)
6. Senior officer/executives in this organisation take active interest in their juniors and help them learn their job.  
(5) (4) (3) (2) (1)
7. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.  
(5) (4) (3) (2) (1)
8. Managers in the organisation believe that employee behaviour can be changed and people can be developed at any stage of their life.  
(5) (4) (3) (2) (1)
9. People in this organisation are helped to each other.  
(5) (4) (3) (2) (1)
10. Employees in this organisation are very informal and don't hesitate to discuss their personal problems with their supervisors.  
(5) (4) (3) (2) (1)
11. The psychological climate in this organisation is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.  
(5) (4) (3) (2) (1)
12. Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.  
(5) (4) (3) (2) (1)
13. The top management of this organisation makes effort to identify the potential of the employees.

- |  | (5) | (4) | (3) | (2) | (1) |
|--|-----|-----|-----|-----|-----|
| 14. Promotion decisions are based on the suitability of the promotee rather than on favouritism.   | (5) | (4) | (3) | (2) | (1) |
| 15. There are mechanisms in this organisation to reward any work done or any contribution made by employees.   | (5) | (4) | (3) | (2) | (1) |
| 16. When an employee does a good work his supervising officers take special care to appreciate it.   | (5) | (4) | (3) | (2) | (1) |
| 17. Performance appraisal reports in our organisation are based on objective assessment and adequate information and not on favouritism.                                 | (5) | (4) | (3) | (2) | (1) |
| 18. People in this organisation don't have any fixed mental impressions about each other.  | (5) | (4) | (3) | (2) | (1) |
| 19. Employees are encouraged to experiment with new methods and try out creative ideas.  | (5) | (4) | (3) | (2) | (1) |
| 20. When an employee makes a mistake his supervisors treat it with an understanding and help him learn from such mistakes rather than punishing him or discouraging him. | (5) | (4) | (3) | (2) | (1) |
| 21. Weaknesses of employees are communicated to them in a non-threatening way.   | (5) | (4) | (3) | (2) | (1) |
| 22. When behaviour feedback is given to employees they take it seriously and use it for development.   | (5) | (4) | (3) | (2) | (1) |
| 23. Employees in this organisation take pains to find out their strengths and weaknesses from their supervising officers or colleagues.                                  | (5) | (4) | (3) | (2) | (1) |
| 24. When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.  | (5) | (4) | (3) | (2) | (1) |
| 25. Employees returning from training programmes are given opportunities to try out what they have learnt.   | (5) | (4) | (3) | (2) | (1) |
| 26. Employees are sponsored for training programmes on the basis   |     |     |     |     |     |

- of genuine training needs.  
(5) (4) (2) (1)
27. People trust each other in this organisation.  
(5) (4) (3) (2) (1)
28. Employees are not afraid to express or discuss their feelings with their supervisors.  
(5) (4) (3) (2) (1)
29. Employees are not afraid to express or discuss their feelings with their subordinates.  
(5) (4) (3) (2) (1)
30. Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.  
(5) (4) (3) (2) (1)
31. Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organisation.  
(5) (4) (3) (2) (1)
32. When seniors delegate authority to juniors the juniors use it as an opportunity for development.  
(5) (4) (3) (2) (1)
33. Team spirit is of high order in this organisation.  
(5) (4) (3) (2) (1)
34. When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.  
(5) (4) (3) (2) (1)
35. Career opportunities are pointed out to juniors by senior officers in the organisation.  
(5) (4) (3) (2) (1)
36. The organisation's future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future.  
(5) (4) (3) (2) (1)
37. This organisation ensures employees' welfare to such an extent that the employees can save a lot of their mental energy for work purposes.  
(5) (4) (3) (2) (1)
38. Job rotation in this organisation facilitates employee development.  
(5) (4) (3) (2) (1)