Appendices

(1) Exploratory Questionnaire for the Personnel Executive of Rocket Engineering Corporation Limited, Kolhapur

(2) Structured Interview Schedule for Employees of Rocket Engineering Corporation Limited, Kolhapur.

APPENDICES

APPENDIX-1

EXPLORATORY QUESTIONNAIRE FOR THE PERSONNEL EXECUTIVE OF ROCKET ENGINEERING CORPORATION PVT.LTD., KOLHAPUR

Notes:

(1) The contents of this form will be treated as *strictly confidential.*

(2) The information given will be used only for academic purposes.

(3) The questionnaire is mostly theory-oriented. You may use alternative applied aspects where there is a need to do so.

(4) Please tickmark (✓) appropriate boxes. The numbers in the boxes are codified. Please do not alter or overwrite.

GENERAL INFORMATION

1. Total Employee Strength : _____

Out of which -

(a) Executive Directors : _____

(b) Managers/Officers : _____

(c) Supervisors (Tech.+ Non-Tech.) : _____

(d) Technical Workers : _____

(e) Non-Technical Workers : _____

HUMAN RESOURCE (HR) PROCESSES BEING USED

Please rate each of the following Statements according to your opinion about it - '0' means that the item does not exist in your organization. But if it exists, '1' means that, in your opinion, its functioning is 'very bad' and '5' means that it is 'very good'. There are no right or wrong answers, all we are interested in is the number that best describes your opinion.

Does not Exist	If Exists,				
	Very Bad	Bad	Barely Working	Good	Very Good
0	1	2	3	4	5

(A) Organizational Set-up

1. Existence of a separate Personnel Department [0] [1] [2] [3] [4] [5]
2. Existence of a written Personnel Policy [0] [1] [2] [3] [4] [5]
3. Periodic Personnel/HR Audit Procedure [0] [1] [2] [3] [4] [5]
4. Periodic Personnel/HR Accounting Procedure [0] [1] [2] [3] [4] [5]
5. Existence of a Personnel/HR Information System [0] [1] [2] [3] [4] [5]

6.	Periodic Personnel/HR Planning	[0] [1] [2] [3] [4] [5]
7.	Existence of a written Promotion Policy	[0] [1] [2] [3] [4] [5]
8.	Existence of a written Employee Training Policy	[0] [1] [2] [3] [4] [5]
9.	Existence of a Employee Development Policy	[0] [1] [2] [3] [4] [5]
10.	Existence of a written Grievance Redressal Procedure	[0] [1] [2] [3] [4] [5]
11.	Existence of a Succession Planning Policy (tacit/express)	[0] [1] [2] [3] [4] [5]
12.	Functional Departmental Committees	[0] [1] [2] [3] [4] [5]
13.	Functional Quality Circles	[0] [1] [2] [3] [4] [5]
14.	Functional ISO Committees	[0] [1] [2] [3] [4] [5]
15.	Periodic conducting of Organizational Climate (OC) Surveys	[0] [1] [2] [3] [4] [5]
16.	Periodic conducting of Human Resource Development (HRD) Climate Surveys	[0] [1] [2] [3] [4] [5]
(B)	**Job**	
17.	Job Analysis and Job Design Procedure	[0] [1] [2] [3] [4] [5]
18.	Job Description Procedure	[0] [1] [2] [3] [4] [5]
19.	Job Specification Procedure	[0] [1] [2] [3] [4] [5]
20.	Job Performance Standardization Procedure	[0] [1] [2] [3] [4] [5]
21.	Job Enrichment Procedure	[0] [1] [2] [3] [4] [5]
22.	Job Enlargement Procedure	[0] [1] [2] [3] [4] [5]
23.	Job Evaluation and Redesign Procedure	[0] [1] [2] [3] [4] [5]
(C)	**Recruitment and Selection**	
24.	Formal Sources (Advertisements, Emp.Exch.referrals)	[0] [1] [2] [3] [4] [5]
25.	Informal Sources (friends/relatives/associates referrals)	[0] [1] [2] [3] [4] [5]
26.	Standardized Application Forms	[0] [1] [2] [3] [4] [5]
27.	Formal Interview Procedure	[0] [1] [2] [3] [4] [5]
28.	Informal Discussions Procedure	[0] [1] [2] [3] [4] [5]
29.	Qualification-based Selection	[0] [1] [2] [3] [4] [5]
30.	Experience-based Selection	[0] [1] [2] [3] [4] [5]
31.	Skill/knowledge/Aptitude Testing Procedure	[0] [1] [2] [3] [4] [5]
(D)	**Employee Training/Management Development Procedures**	
32.	Training Methods	
	a. In-house Job Instructions Training	[0] [1] [2] [3] [4] [5]

	b. In-house Job Rotation	[0] [1] [2] [3] [4] [5]
	c. In-house Apprenticeship	[0] [1] [2] [3] [4] [5]
	d. In-house Lectures and Demonstrations	[0] [1] [2] [3] [4] [5]
	e. In-house Vestibule Training	[0] [1] [2] [3] [4] [5]
	f. In-house Role-playing and Behaviour Modelling	[0] [1] [2] [3] [4] [5]
	g. In-house Case Study	[0] [1] [2] [3] [4] [5]
	h. In-house Simulation	[0] [1] [2] [3] [4] [5]
	i. At home Self Study	[0] [1] [2] [3] [4] [5]
	j. External Training Institutions	[0] [1] [2] [3] [4] [5]
(E)	**Performance Appraisal (P.A.) Procedures**	
33.	P.A.Methods used	
	a. Rating Scales	[0] [1] [2] [3] [4] [5]
	b. Checklists	[0] [1] [2] [3] [4] [5]
	c. Forced-choice Method	[0] [1] [2] [3] [4] [5]
	d. Critical Incident Technique	[0] [1] [2] [3] [4] [5]
	e. Behaviourally-anchored Rating Scales	[0] [1] [2] [3] [4] [5]
	f. Field Review Method	[0] [1] [2] [3] [4] [5]
	g. Performance Tests and Observations	[0] [1] [2] [3] [4] [5]
	h. Comparative Evaluation Approaches	[0] [1] [2] [3] [4] [5]
	i. Management-by-Objectives	[0] [1] [2] [3] [4] [5]
	j. Psychological Appraisals	[0] [1] [2] [3] [4] [5]
	k. Self-Appraisals	[0] [1] [2] [3] [4] [5]
34.	Performance Appraisal Training to Superiors	[0] [1] [2] [3] [4] [5]
35.	Higher Superior's Evaluation of P.A. Reports	[0] [1] [2] [3] [4] [5]
36.	Performance Appraisal Feedback Interview	[0] [1] [2] [3] [4] [5]
(F)	**Career Planning and Development**	
37.	In-house Career Information System	[0] [1] [2] [3] [4] [5]
38.	In-house Career Counselling	[0] [1] [2] [3] [4] [5]
39.	In-house Career Development procedures	
	a. Exposure	[0] [1] [2] [3] [4] [5]
	b. Mentors and Sponsors	[0] [1] [2] [3] [4] [5]
	c. Key Subordinates	[0] [1] [2] [3] [4] [5]

	d. Support for external training	[0] [1] [2] [3] [4] [5]
(G)	**Employee Welfare Facilities**	
40.	Predefined Wage Policy (Payscales, allowances, etc.)	[0] [1] [2] [3] [4] [5]
41.	Contributory Provident Fund	[0] [1] [2] [3] [4] [5]
42.	Payment of Gratuity	[0] [1] [2] [3] [4] [5]
43.	Annual Bonus (Statutory)	[0] [1] [2] [3] [4] [5]
44.	Annual Bonus (ex-Gratia)	[0] [1] [2] [3] [4] [5]
45.	Production-related Cash Incentives	[0] [1] [2] [3] [4] [5]
46.	Attendance Bonus	[0] [1] [2] [3] [4] [5]
47.	Canteen	[0] [1] [2] [3] [4] [5]
48.	Rest Rooms	[0] [1] [2] [3] [4] [5]
49.	Provision of Safety Apparel and Equipment	[0] [1] [2] [3] [4] [5]
50.	First-Aid Provision	[0] [1] [2] [3] [4] [5]
51.	Clinical/Hospital Treatment for injuries	[0] [1] [2] [3] [4] [5]
52.	Casual Leave (full pay)	[0] [1] [2] [3] [4] [5]
53.	Medical Leave (full pay)	[0] [1] [2] [3] [4] [5]
54.	Earned Leave (full pay)	[0] [1] [2] [3] [4] [5]
55.	Accident Leave (full pay)	[0] [1] [2] [3] [4] [5]
56.	Maternity Leave (full pay)	[0] [1] [2] [3] [4] [5]
57.	Leave of Absence (unpaid)	[0] [1] [2] [3] [4] [5]
58.	In-house General & Reference Library	[0] [1] [2] [3] [4] [5]
59.	In-house/External Expert Counselling against Absenteeism	[0] [1] [2] [3] [4] [5]
60.	In-house/External Expert Counselling for job stress	[0] [1] [2] [3] [4] [5]
61.	In-house/External Expert Counselling for addiction-free lifestyle	[0] [1] [2] [3] [4] [5]
62.	In-house/External Expert Counselling for family problems	[0] [1] [2] [3] [4] [5]
63.	In-house/External Expert Counselling for managing personal finances	[0] [1] [2] [3] [4] [5]
64.	Loans/Advances against Salary/Bonus	[0] [1] [2] [3] [4] [5]
65.	Employee Credit Cooperative	[0] [1] [2] [3] [4] [5]
66.	Financial Assistance for Housing	[0] [1] [2] [3] [4] [5]
67.	Medical Care for dependents	[0] [1] [2] [3] [4] [5]
68.	Educational Assistance for dependents	[0] [1] [2] [3] [4] [5]

(H) Absenteeism

69. Normal daily absences among shopfloor workers due to pre-sanctioned leaves : _____%

70. Normal daily absences among shopfloor workers due to non-sanctioned leaves (absenteeism) : _____%

71. Causes generally advanced for absenteeism by shopfloor workers (multichoice)

[1] Sudden sickness of self

[2] Sudden sickness in the family

[3] Funeral in the family/neighbourhood

[4] Work-related stress/fatigue

[5] Conveyance problems (late/missed bus, vehicle problems, etc.)

[6] Children's issues (parents' meeting in school, birthdays, childcare problems, etc.)

[7] Family issues (social/religious functions, care of elderly, pilgrimages, etc.)

[8] Social issues (fairs and festivals, group excursions, attendance at marriages, etc.)

[9] _____

72. Do you routinely verify the authenticity of the causes advanced ? : [1] Yes [2] No

73. At what time generally, the absenteeism is very high among shopfloor workers ? (multichoice):

[1] Week before pay-day

[2] Week after pay-day

[3] Week after payment of annual bonus

[4] Local fairs and festival season

[5] Ganpati Festival

[6] Diwali Festival

[7] Other regional festivals

[8] Before and after New Year Eve

[9] Crop Sowing and Harvesting seasons

[10] Very hot summer months

[11] Heavy monsoon weeks

[13] Very cold winter months

[14] _____

74. Spontaneous actions taken to overcome high absenteeism on a particular day

[1] Sending out absentee worker's colleague to locatime him

[2] Deferring of production schedules

[3] Curtailing production output

[4] Temporarily shutting down most poorly-manned depatment and diverting its workers to other departments

[5] Suspending peripheral activities and diverting their workers to the poorly manned departments

[6] _____

75. Actions generally taken against habitual absentees

(A) *Punitive*

[1] Warning Memo

[2] Show-cause Notice

[3] Monetary fine

[4] Limited period suspension (without pay)

[5] Departmental enquiry

[6] Retrenchment/Termination

[7] _____

(B) *Preventive/Curative*

[1] Frank discussion with the offender

[2] In-house personal counselling

[3] In-house group counselling

[4] External expert counselling

[5] Attendance-related monetary incentives

[6] Attendance-related non-monetary incentives (citations, mementos, open appreciation, etc.)

[7] _____

76. Methods adopted for calculating loss accrued due to absenteeism:

[1] Calculating Man-hours Lost

[2] Calculating Monetary Value of Production Lost

[3] Calculating Profit Revenue Lost

[4] Calculating the Rise in Operating Overheads

[5] Calculating Time-span specific Labour Productivity Index

[6] _____

THANK YOU

APPENDIX-1

STRUCTURED INTERVIEW SCHEDULE FOR EMPLOYEES

Notes:

(1) The contents of this form will be treated as *strictly confidential.*

(2) The information given will be used only for academic purposes and will be tabulated in such a manner that it would not be possible to identify therein the information given by any particular individual.

(4) Please tickmark (✓) appropriate boxes. The numbers in the boxes are codified. Please do not alter or overwrite.

(A) PERSONAL INFORMATION

	Name	:	_____	
	Designation	:	_____	
1.	Work Classification	:	[1] Manager/Officer/Supervisor	
			[2] Technical/Production Worker	
			[3] Non-Tech./Administrative Worker	
2.	Sex	:	[1] Male	[2] Female
3.	Agegroup (in years)	:	[1] 18-25	[2] 26-35
			[3] 36-46	[4] Above 46
4.	Education	:	[1] Below SSC	[2] SSC
			[3] HSC	[4]Tech/Comm.Diploma
			[5] Undergraduate	[6] Graduate
			[5] Post-Graduate	[6] Double Post-graduate
5.	Work Experience (in years)	:	[1] Upto 5	[2] 6 to 10
			[3] 11 to 15	[4] Above 15
6.	Distance from Resident to Workplace	:	[1] Upto 1 km.	[2] 1 to 3 km.
			[3] 3 to 5 km.	[4] Above 5 km.
7.	Conveyance Means used for reaching	:	[1] On Foot	[2] Bicycle
	Workplace	:	[3] Own 2-Wheeler	[4] Own 4-Wheeler
			[5] City Bus	[6] Railway
8.	Membership of a Trade Union	:	[1] Yes	[2] No

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9. Willingness to receive additional training, if provided : [1] Yes
: [2] No

10. Take-home Monthly Wages/Salary : [1] Upto Rs.2,5000/- [2] Rs.2,500-5,000/-
[3] Rs.5,000-7,5000 [4] Rs.7,500-10,000/-
[5] Above Rs.10,000/-

11. Satisfaction about Wages/Salary : [1] Highly Satisfied [2] Mildly Satisfied
[3] Neither Satisfied nor Dissatisfied
[4] Dissatisfied [5] Highly Dissatisfied

12. Satisfaction about Treatment received from Superiors : [1] Highly Satisfied [2] Mildly Satisfied
: [3] Neither Satisfied nor Dissatisfied
[4] Dissatisfied [5] Highly Dissatisfied

13. Satisfaction about Workplace Atmosphere : [1] Highly Satisfied [2] Mildly Satisfied
: [3] Neither Satisfied nor Dissatisfied
[4] Dissatisfied [5] Highly Dissatisfied

14. Feeling generally at the end of the workday : [1] Satisfaction [2] Indifference
: [3] Exploitation [4] Frustration

15. Feeling generally towards the Organization : [1] Commitment [2] Indifference
: [2] Hostility

16. Feeling generally towards the work assigned : [1] Willingness to take MoreRresponsibility
: [2] Commitment
[3] Desire to improve Self's Efficiency

(B) WORKING CONDITIONS AND WELFARE

Please rate your satisfaction level with regard to the following:

Highly Dissatisfied	Mildly Dissatisfied	No Opinion	Mildly Satisfied	Highly Satisfied
[1]	[2]	[3]	[4]	[5]

1. Contributory Provident Fund [1] [2] [3] [4] [5]
2. Payment of Gratuity [1] [2] [3] [4] [5]
3. Annual Bonus (Statutory) [1] [2] [3] [4] [5]
4. Annual Bonus (ex-Gratia) [1] [2] [3] [4] [5]
5. Production-related Cash Incentives [1] [2] [3] [4] [5]

6.	Attendance Bonus	[1] [2] [3] [4] [5]
7.	Canteen	[1] [2] [3] [4] [5]
8.	Rest Rooms	[1] [2] [3] [4] [5]
9.	Provision of Safety Apparel and Equipment	[1] [2] [3] [4] [5]
10.	Lighting and Ventilation in the Factory	[1] [2] [3] [4] [5]
11.	First-Aid Provision	[1] [2] [3] [4] [5]
12.	Clinical/Hospital Treatment for injuries	[1] [2] [3] [4] [5]
13.	Casual Leave (full pay)	[1] [2] [3] [4] [5]
14.	Medical Leave (full pay)	[1] [2] [3] [4] [5]
15.	Earned Leave (full pay)	[1] [2] [3] [4] [5]
16.	Accident Leave (full pay)	[1] [2] [3] [4] [5]
17.	Leave of Absence (unpaid)	[1] [2] [3] [4] [5]
18.	In-house General & Reference Library	[1] [2] [3] [4] [5]
19.	In-house/External Expert Counselling against Absenteeism	[1] [2] [3] [4] [5]
20.	In-house/External Expert Counselling for Job Stress	[1] [2] [3] [4] [5]
21.	In-house/External Expert Counselling for Addiction-free Lifestyle	[1] [2] [3] [4] [5]
22.	Loans/Advances against Salary/Bonus	[1] [2] [3] [4] [5]
23.	Employee Credit Cooperative	[1] [2] [3] [4] [5]
24.	Group Insurance Cover	[1] [2] [3] [4] [5]
25.	Financial Assistance for Housing	[1] [2] [3] [4] [5]
26.	Medical Care for dependents	[1] [2] [3] [4] [5]
27.	Educational Assistance for dependents	[1] [2] [3] [4] [5]

(C) ABSENTEEISM

1. Do you avail all your entitled leaves ? : [1] Avail them
   or accumulate and encash them ? : [2] Encash them
2. Have you ever remained absent from :
   work without prior intimation ? : [1] Yes [2] No

   If No, please do not answer subsequent questions and return the Questionnaire.

   <u>If Yes</u>, please answer the following questions truthfully
3. What is the frequency of your absences?: [1] Rarely [2] Occasionally
   [3] Frequently

4. What is the usual period of your absence?: [1] One day [2] 2-3 days
[3] About 1 Week [1] More than a Week

5. What usually makes you remain : absent ? (Multichoice) :

[1] Sickness of self
[2] Sickness in the family
[3] Funeral in the family/neibourhood
[4] Children's issues
[5] Family issues
[6] Hangover from overdrinking
[7] Delayed waking up
[8] Conveyance Problems in coming to Work
[9] Social/Political Activities
[10] Trade Union Activities
[11] Attendance at Family/Social Functions
[12] Attendance at Fairs/Festivals
[13] Unplanned recreational activities
[14] Friction with Superiors/Co-workers
[15] Tiredness/Fatigue from work
[16] Frustration from work
[17] Dislike of job (alienation)
[18] Irritating workplace atmosphere
[19] Fear of injuries from hazardous work
[20] Heavy pressure of work
[21] Forced overtime work
[22] Lethargy for work
[23] Money problems in the family
[24] Disturbed intra-family relations
[25] Family's agricultural/business activities
[26] Moonlighting (side business/another job)

6. What hurts you most after you return : to work ? :

[1] Scolding of the Superiors
[2] Guilt of irresponsible behaviour
[3] Deductions from Wages/Salary
[4] Clearing the backlog of pending work

THANK YOU !