

APPENDICES

JAI NARAIN VYAS UNIVERSITY
JODHPUR (RAJ)

**"HUMAN RESOURCES DEVELOPMENT WITH SPECIAL REFERENCE TO
COMMERCIAL BANKS IN RAJASTHAN"**

Research Scholar

Research Supervisor

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Faculty of Com. & Mgt. Studies
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Dr. ASHOK K. BOHRA

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Jai Narain Vyas University
Jodhpur (Raj.)

Dear Respondent,

The proposed survey is being conducted in my individual capacity for my doctoral research work.

It is assured that the information supplied by you shall only be used for academic purposes and shall be kept confidential.

Please show by ticking [] the relevant box whether the following activities are carried out in your BANK ?

"HRD PRACTICE PROFILE SURVEY"

- Q. Understanding and clarifying business goals, strategies and social objectives of the organisation.
- | | |
|----------------------------|---------------------------|
| Not performed at all [] | Excellently performed [] |
| Inadequately performed [] | Adequately performed [] |
- Q. Shaping HRD philosophy to suit the goals and strategies.
- | | |
|----------------------------|---------------------------|
| Not performed at all [] | Excellently performed [] |
| Inadequately performed [] | Adequately performed [] |
- Q. Developing & communicating HR philosophy.
- | | |
|----------------------------|---------------------------|
| Not performed at all [] | Excellently performed [] |
| Inadequately performed [] | Adequately performed [] |
- Q. Setting top management commitment to HRD.
- | | |
|----------------------------|---------------------------|
| Not performed at all [] | Excellently performed [] |
| Inadequately performed [] | Adequately performed [] |
- Q. Having discussions on HRD practices and implementation.
- | | |
|----------------------------|---------------------------|
| Not performed at all [] | Excellently performed [] |
| Inadequately performed [] | Adequately performed [] |

- Q. Promoting to attend seminars, workshops and programmes relating to HRD or other HRD related topics.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Arranging talks or seminars by outsiders on HRD.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Involving unions/association leaders in various HRD activities/decisions.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Training unions/association leaders on their HRD roles through workshops/seminars (internal or external).
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Inviting suggestions from line managers periodically to improve HRD.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Conducting surveys of learning environment and HRD climate in the organisation.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Providing feedback to employees on survey results.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Analysing the facilitating and inhibiting factors affecting employee performance identified by appraisals.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Communicating performance analysis results to respective heads to initiate corrective action.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Undertaking potential and performance appraisal.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. Discussing with line managers and heads of departments the training needs emerging from the analysis of appraisal data.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []

- Q. **Training supervisory staff in counselling skills.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Talking to participants returning from external training programme to assess follow-up support they need.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Formulating job-rotation policies and undertaking job-rotation exercises.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Conducting role analysis exercises and improving role clarity.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Preparing career paths and career development plans.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Conducting worker education programmes for better family and worklife.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Conducting team building workshops.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Conducting in-house-discussions and other problem-solving sessions.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Using in-house newsletters / reading material to create a learning environment.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Formulating and reviewing personnel policies that enhance employee motivation and contribute to good quality of work life.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Studying leadership styles**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []

- Q. **Analyzing exit-interview, absenteeism, leaves and such other data for understanding human processes and problems.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Diagnosing organisational health and work conditions through surveys of workers and their perceptions.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Monitoring the effective implementation of various systems.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Use of task forces for implementation and monitoring.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Networking with HRD staff of other organisations and learning from them.**
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []
- Q. **Participating in the activities of professional bodies like:**
 The National HRD Network,
 Indian Society for Training & Development,
 National Institute of Personnel Management,
 Indian Society for Applied Behaviour Science,
 Indian Society for Individual and Social Development
 to keep in touch with new developments.
 Not performed at all [] Excellently performed []
 Inadequately performed [] Adequately performed []

SUGGESTIONS

(if any)

Thanks.

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Dear Respondent,

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Please give your assessment by rating your organization on each statement using the following five-point scale :

- 4 = Almost always true
3 = Mostly true
2 = Sometimes true
1 = Rarely true
0 = Not at all true

PERSONAL PROFILE

- * Name : _____
- * Sex : Male [] Female []
- * Age (In Years) : _____
- * Academic Qualification : _____
- * Name of Bank : S.B.B.J. [] B.O.R. []
- * Year of Joining the Bank : _____
- * Designation : _____
- Grade Scale I / II / III / IV / V / VI / VII
- * Place of Posting : In Branch []
: In Administrative Office []
- * Type of Branch or : Rural [] Semi-Urban []
: Urban [] Metro []
- Type of Adm. Office : Regional [] Zonal []
: Head Office []
- * Did you join this bank as an officer ? Yes [] No []

SECTION - A

"HRD CLIMATE"

1. The top management of this organization goes out of its way to make sure that employees enjoy their work. []
2. The top management believes that human resources are an extremely important resource. []
3. The organization believes that employee behaviour can be changed and people can be developed. []
4. The top management invests a considerable part of their time and other resources to ensure the development of employees. []
5. The top management of this organization makes efforts to identify and utilize the potential of the employees. []
6. The personnel policies in this organization facilitate employee development. []
7. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended. []
8. The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills. []
9. Seniors guide their juniors and prepare them for future responsibilities they are likely to take up. []
10. People in this organization trust and are helpful to each other. []
11. Employees in this organization are very informal and do not hesitate to discuss their problems or feelings with their : []
 - (a) Supervisors []
12. (b) Subordinates []
13. Performance appraisal reports in our organization are based on objective assessment and adequate information. []
14. When an employee does good work, his supervising officers take special care to appreciate and see that it is rewarded. []
15. When any employee makes a mistake his supervisors treat it with understanding and help him to learn rather than discouraging him. []
16. Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues. []

17. The HRD department follows up seriously the training needs identified during appraisals. []
18. When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend. []
19. Employees are encouraged to experiment with new methods and try out creative ideas. []
20. When seniors delegate authority to juniors, the juniors use it as an opportunity for development. []
21. Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization. []
22. Team spirit is of high order in this organization. []
23. The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future. []

SECTION - B

"TRAINING"

1. There is a well designed and widely shared training policy. []
2. Induction training is given adequate importance in this organization. []
3. Induction training provides an excellent opportunity for new comers to learn comprehensively about this organization. []
4. There is adequate emphasis on developing managerial capabilities of management staff through training. []
5. Human relations competencies are adequately attempted to be developed through training in human skills. []
6. Employees are sponsored for training programmes on the basis of carefully identified developmental needs. []
7. The HRD department conducts briefing and debriefing sessions for employees sponsored for training. []
8. Employees sponsored for training go with a clear understanding of the knowledge and skills they are expected to acquire from training. []
9. Employees returning from training are given adequate free time to reflect and plan improvements in the organization. []

11. Line managers provide the right kind of climate to implement new ideas and methods acquired by their juniors through training. []
12. Our Bank has its own training institute capable enough to satisfy training needs. []
13. Training programmes are periodically evaluated and improved. []

SECTION - C

"PERFORMANCE APPRAISAL"

1. The appraisal system in this organization provides an opportunity for each appraisee to have clear understanding of what is expected from him by his reporting officer during the performance year. []
2. The appraisal system provides an opportunity for self-review and reflection. []
3. The appraisal system provides an opportunity for each appraisee to express his developmental needs. []
4. The appraisal system has scope for helping each employee to discover his potential. []
5. The appraisal system aims at strengthening appraiser appraisee relationships through mutuality and trust. []
6. The appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee. []
7. The appraisal system provides an opportunity for a discussion between the appraiser and appraisee on the expectations, achievements, failures, constraints and improvements required. []
8. Reporting officers help their appraisees to plan their performance in the beginning of the year. []
9. Line managers generally spend time and discuss with their subordinates about their performance. []
10. Periodic orientation programmes are conducted to explain the objectives and other details of the appraisal system. []
11. Performance review discussions are conducted with high quality and care. []
12. Efforts are made by appraisers to be objective in their appraisals. []

13. The reviewing officers take appraisals seriously and try to educate their subordinates []
14. Appraisals facilitate growth and learning in this organization both for appraisees and appraisers. []
15. The appraisal data are used by the HRD department for other development decisions like job-rotation, job enrichment and the like. []
16. The appraisal data are used as inputs for recognition and encouragement of high performers. []
17. The performance review committees do a thorough job in reviewing and using appraisal data. []

SECTION — D

"LEADERSHIP"

NOTE :

Please give beliefs about your subordinates or the employees whom you supervise and the characteristic ways in which you deal with them on the 10 sets of items given below.

Each set contains 3 items (a), (b) and (c). You have a total of 6 points to distribute in each set between (a), (b) and (c).

Beliefs [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I firmly believe that subordinates should be treated very affectionately and constantly guided and helped. Therefore, I tend to keep giving instructions to them constantly.
- (b) Most often I feel that the subordinates I have tend to avoid work unless they are closely supervised. Therefore, I prefer to keep a close watch on them to make sure that they put in at least some effort.
- (c) I generally tend to believe that my subordinates are capable of working on their own. Therefore, I tend to leave freely to work on their own most of the time, providing support only in difficult or most needy situations.

Vision [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I think mostly in terms of my people and protecting them. A good leader should make efforts to gain loyalty of subordinates by satisfying them as it is the people that count in the long run.
- (b) I prefer to think mostly in term of immediate tasks and short term goals. I do not mind dissatisfying a few if immediate tasks are not accomplished. In the present day environment there is very little time to think about future.
- (c) I always think in terms of the long term interests and future of the organization. I invest considerable amount of my time in developing subordinates for the future of the organization.

Mistakes [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I tend to tolerate the mistakes of my subordinates. Quite often I end up salvaging the situation and protecting them as far as possible.
- (b) I lose my patience and tolerance when my subordinates make mistakes. I tend to get upset and irritated easily.
- (c) I encourage my subordinates to use mistakes as learning opportunities. I discuss with them and educate them to become more competent.

Conflicts [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) When conflicts arise my subordinates normally look to me for my judgement on who is right and who is wrong. I do tell them what I think is the best.
- (b) When conflicts arise I prefer to bring it to the notice of my seniors or take action to pull up the erring side.
- (c) When conflicts arise I prefer to call the parties together and try to help them solve the problems in a manner that understanding between them is increased and eventually they learn to resolve their conflicts.

Decision Making [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I tend to take most decisions myself rather than delegating to subordinates and prefer to inform only those who need to know.
- (b) I prefer to take most decisions by myself as I am not sure if my subordinates have the competencies.
- (c) I prefer my subordinates to take most decisions relating to their job on their own. I consult my subordinates and other relevant employees on critical decision and keep them informed to give them a sense of involvement and identification with the company.

Assignment of Tasks [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I tend to assign tasks on the basis of my assessment of the subordinates and their competencies. By and large they seem to like my judgement.
- (b) I prefer to assign tasks purely according to organizational norms even if it hurts some people.
- (c) While assigning tasks I ensure that they match the competencies of the subordinates at the same time providing them opportunities for development.

Significance [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I prefer to have subordinates who can be trusted and loyal to me personally.
- (b) I am quite careful in praising my subordinates. Nowadays if you praise them, they tend to sit on your head. Employees normally tend to put up a show to impress you. It is difficult to trust them.
- (c) I believe in treating my subordinates with respect. I believe that I cannot be powerful leader unless I make my subordinates powerful.

Communication [(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I prefer to share any new information I get to know about the company, its plans and policies, external environment, technology etc. only with a select few and particularly those related to it.
- (b) I do not think there is any need to share any information about the company or its external environment, technological developments etc. with my subordinates.
- (c) Whenever I come to know about any important developments in the country, about the company its plans, policies etc., I make efforts to share this with all of my subordinates.

Inspiration

[(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I tend to give a high weightage to people and their relationships. I would like my employees to do things that I like and they do try to keep me satisfied.
- (b) I do my job well and I expect my subordinates also to do their job well and I find it difficult to tolerate any deviation from the tasks assigned to my subordinates.
- (c) I think I do have leadership style that inspires my subordinates. I try to create conditions for my subordinates so that they enjoy the work they do.

Initiative

[(a) _____ + (b) _____ + (c) _____ = 6]

- (a) I permit only some of employees to take initiative and work on their own. There is no point giving freedom to everyone in the team. some are more capable than others.
- (b) I prefer my subordinates to conform to the rules and procedures and do what they are expected to do. If they follow the instructions given to them it is sufficient.
- (c) I encourage my subordinates to take initiative and do things. They cannot develop unless cultivate some initiative.

SUGGESTIONS

(if any)

Thanks.