ANNEXURE-A

REQUEST LETTER

Sir / Madam,

I am a PhD Scholar and doing research on **ANALYSIS OF HRD CULTURE AND CLIMATE OF STEEL BASED PUBLIC ENTERPRISES IN KERALA**. You are requested to give opinion on the same. It is assured that secrecy about your personal opinion and information is my first priority; and it will be used for the purpose of research only.

With Thanks.

A. SURENDRAN,
PhD Scholar,
MG University,
KOTTAYAM.
ANALYSIS OF HRD CULTURE AND CLIMATE OF STEEL BASED PUBLIC ENTERPRISES IN KERALA

QUESTIONNAIRE

1. Code No. : 
2. Name of the Respondent : 
3. Gender : M/ F 
4. Age : a) Below 35 years b) 35 to 45 years c) Above 45 years 
5. Educational Qualification : a) General b) Technical 
6. Designation : 
7. No. of completed years of service : a) Below 10 years b) 10 to 20 years c) Above 20 years 
8. Total annual family income : a) Below 1 lakh b) 1 to 2.5 lakh c) Above 2.5 lakh 

(Please give your assessment of the following statements by selecting the suitable rating from among the five given against each.)


9. The top management of this firm goes out of its way to make sure that employees enjoy their work.

10. The top management believes that human resources are extremely important resource and that they have to be treated more humanly.

11. The manager/supervisors in your department think that your development is an important part of their job.
12. Employee development oriented personnel policies are there in your organisation.

13. The top management is willing to invest a considerable part of their time and other resources to ensure development of employees.

14. Your Senior Officer/ Executive in your department takes active interest in you and helps you learn your job.

15. Those of you lacking competence are helped to acquire it rather than left unattended.

16. Managers in your organisation believe that employee behaviour can be changed and people can be developed at any stage of their life.

17. People in this organisation are helpful to one another.

18. Employees in this firm are very informal and do not hesitate to discuss their personal problems with their supervisors.

19. The physiological climate in this firm is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.

20. Your seniors guide you and prepare you for future responsibilities/ roles you are likely to take up.
21. The top management of this firm makes effort to identify and utilise your potential.

22. Promotion decisions are based on the suitability of the promotee rather than on favouritism.

23. There are mechanisms in this firm to reward any good work done or any contribution made by you.

24. When you do a good work, your supervising officer takes special care to appreciate it.

25. Performance appraisal reports in this firm are based on objective assessment and adequate information and not on favouritism.

26. People in this firm do not have any fixed mental impression about each other.

27. You are encouraged to experiment with new methods and try out creative ideas.

28. When you make a mistake, your supervisors treat it with understanding and help you to learn from such mistakes rather than punishing you or discouraging you.

29. Your weaknesses are communicated to you in a non threatening way.

30. When the feedback on behaviour is given to you, you take it seriously and use it for development.
31. Employees, like you, in this firm take pains to find your strength and weakness from your supervising officers and colleagues.

32. When you and your fellow workers are sent for training, you take it seriously and use it for development.

33. When you are returning from training programmes, you are given opportunities to try out what you have learnt.

34. You are sponsored for training programmes on the basis of genuine training needs.

35. People trust one another in this firm.

36. You and other employees in this firm are not afraid to express/discuss your feelings with your supervisors.

37. You and other employees in this firm are not afraid to discuss your feelings with your subordinates.

38. You are encouraged to take initiative and do think on your own without having to wait for instructions from your supervisors.

39. Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this firm.
40. When authority is delegated to you, you use it as an opportunity for development.

41. Team spirit is of high order in this firm.

42. When problems arise, you and co-employees discuss these problems openly and try to solve them rather than keep accusing each other behind the back.

43. Career opportunities are pointed out to you by your seniors in the department.

44. Company’s future plans are made known, to the management staff to help them develop their juniors and prepare them for the future.

45. Your company ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.

46. Job rotation in this firm facilitates employee development.

47. Seniors are interested in participating with your efforts to make decisions on the matters of executing work.

48. Employees are persuaded to take risk in getting the work done in time.

49. You are prepared to anticipate the practical difficulties in the work and can adjust with the forthcoming changes.
50. The superiors have the feeling that your personal involvement is essential for the target to be achieved.

51. The employees in this firm like to work in groups with co-operation.

52. You would like to avoid shop floor work as you think there is ambiguity.

53. Employee welfare measures are well administered in this firm.

54. Other categories of employees in this firm are always co-operating with you.

55. Promotions are not delayed and are sanctioned in time.

56. The shop floor workers in this firm are getting adequate and sufficient remunerations when compared to other categories in this organisation.

57. The present job specifications are adequate for the present work pattern.

58. You get job opportunities to utilise your personal skills in the work.

59. The working environment in this firm is congenial to exploit your potentialities optionally.

60. This firm is also interested in the welfare of your family members.
ANNEXURE - B

QUESTIONNAIRE FOR INTERVIEW

1) Whether a formal HRD Department is adopted by the organisation?
   (a) If yes, what are the functions performed by it?

2) Whether a systematic manpower planning is followed by the organisation?
   (b) If yes, give details.

3) What is the mode of Recruitment and Selection policy prevailing in the organisation and what are the steps involved in it?

4) State the procedure followed to introduce a newly selected candidate into the organisation

5) What is the training policy of the enterprises and what type of methods are usually adopted by the organisation to train people?

6) Explain the Promotion and Transfer policy of the organisation

7) What are the procedures followed while executing the promotion and transfer of the work force?

8) How the employees motivated and what are is the motivation policy of the organisation?

9) In what way are wages and other fringe benefits to employees arrived at in your organisation?

10) What are the financial and non financial incentives offered by the organisation?

11) Do you have a formally designed scheme for employee participation in management and decision making?
    (a) If yes, give details of the prevalent scheme?
12) Do you have a well established scheme for distributing a portion of profit earned to the employees?
   (a) If yes, give details of the scheme?
13) What are the procedures followed by the company in the settlement of grievances of the work force?
14) How do you rate the performance of people in your organisation? What are the procedures followed?
15) What are the methods adopted for effecting communication within the organisation and how it is functioning?
16) What efforts are taken by the organisation to retain an effective supervisor-subordinate relationship?
17) What mechanism has been implemented by the organisation to maintain a cordial industrial relation?
18) Are the trade unions positive in their approach and do they perceive their own roles as supportive of organisation building?
   (a) If yes, give details.
19) How much developmental are the roles being played by the trade unions playing?
20) Do the trade unions see their own role in HRD?
   (a) If yes, give details.

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ANNEXURE – C
DETAILS OF VARIABLES USED AND STATEMENTS IN THE HRD CLIMATE QUESTIONNAIRE

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>General Variables</th>
<th>Specific Variables</th>
<th>Statement Nos. in the HRDC Questionnaire</th>
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<td>1</td>
<td>General Climate</td>
<td>a) Top Management Style and Philosophy.</td>
<td>9, 10, 13</td>
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<td>b) Personnel policies.</td>
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<td>c) Positive Attitudes Towards Development.</td>
<td>11, 14, 20, 24, 39, 43, 44, 47, 50</td>
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<td>d) Commitment of Line Managers.</td>
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<td>2</td>
<td>HRD (OCTAP ACE) Culture</td>
<td>a) Openness.</td>
<td>18, 37</td>
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<td>b) Confrontation.</td>
<td>36, 49</td>
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<td>c) Trust.</td>
<td>26, 35, 42</td>
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<td>d) Autonomy.</td>
<td>27, 58</td>
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<td>e) Proactivity.</td>
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<td>f) Authenticity.</td>
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<td>g) Collaboration.</td>
<td>17, 41, 51, 54</td>
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<td></td>
<td>h) Experimentation.</td>
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<td>3</td>
<td>HRD Mechanisms</td>
<td>a) Performance Appraisal.</td>
<td>15, 16, 21, 22, 25, 59</td>
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<td>b) Career Planning.</td>
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<td>c) Grievance Mechanism.</td>
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<td>d) Feedback and Counselling.</td>
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<td>e) Training and Development.</td>
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<td>f) Employee Welfare for quality work life.</td>
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<td>g) Job Rotation.</td>
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<td>h) Rewards.</td>
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<td>i) Recruitment and Selection.</td>
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## ANNEXURE – D

### AN OVERVIEW OF PERFORMANCE OF CENTRAL PUBLIC SECTOR ENTERPRISES FOR THE LAST TEN YEARS

*(Amount in Rs. Crores)*

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<td>Profit before Dep, Int, tax and EP (PBDITEP)</td>
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<td>Depreciation</td>
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<td>28247</td>
<td>31251</td>
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<td>Interest</td>
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<td>Tax provisions</td>
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<td>Loss of loss incurring CPSEs</td>
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<td>Loss Incurred CPSEs (No.)</td>
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<td>CPSEs Making no profit/loss (No.)</td>
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<td>Dividend</td>
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<td>Retained profit</td>
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ANNEXURE – E

AN OVERVIEW OF PERFORMANCE OF PUBLIC ENTERPRISES IN KERALA FOR THE LAST TEN YEARS

(Amount in Rs. Crores)

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Units</th>
<th>Total Employment</th>
<th>Paid up Capital</th>
<th>Capital Invested</th>
<th>Units on Profit</th>
<th>Units on Loss</th>
<th>Net Annual Profit/Loss (+/-)</th>
<th>Dividend Declared/Proposed</th>
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<td>128022</td>
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<td>2004-05</td>
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<td>2005-06</td>
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<td>666.38</td>
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Note: 1. Column (2) = Column (6) + Column (8). The difference if any is due to information not available or units remained inactive.
2. Data for the year 2007-08, 2008-09 and 2009-10 excludes the units closed/merged/under liquidation during the past years.