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# 87 Revealing Questions

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*An HRD Questionnaire*

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A new trend is emerging on which organizations emphasize and give importance to human resources, which is one of the important factors of production. Organizations place premium on the maintenance and nurturance of human resources. Particularly during the last two decades, it has become a challenging task for the management to recognize the expectations of employees and satisfy them. Sheldon Oliver (1982) pointed out that "No industry can be rendered efficient so long as the basic fact remains unrecognized that it is human beings the most important resource to any organization and not machines and technical processes". If total organization effectiveness is aimed at, then serious thinking in terms of people effective in any organization must be addressed to.

The need for HRD arises out of the development objectives of the organization. It is an established fact that no organization can grow and strive without the growth and development of its people. Though the personnel policies can keep the morale and motivation of the employee high, these efforts are not sufficient to make the organization dynamic and take new directions. Employee capabilities must continuously be acquired, honed, and put to use.

Dynamic people build dynamic organizations. Organizations achieve their goals with the help of effective employees. They are motivated towards

achievement of goals and are aiming to be effective in the accomplishment of tasks. Hence, organizations should continuously ensure the development of employee competencies, dynamism, motivation, and effectiveness in a systematic manner.

- HRD aims at developing employee competency, employee motivation and organizational climate among the individuals employed in the organization. The nature and complexity of jobs are changing rapidly due to technological advancements, new opportunities, challenges etc. such a change in the nature of jobs requires

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continuous development of employee competencies to perform the job well. HRD aims at constantly assessing the competency requirements of employees to perform their jobs and provide opportunities for development of these competencies.

- HRD facilitates to identify competency gaps of employees to perform at the present roles/jobs effectively and create conditions so as to bridge these gaps through employee development. HRD further aims at enhancing the levels of motivation so that they become dynamic contributors to the organizational goals.
- HRD develops a favorable and conducive organizational climate where there is a free expression of ideas and opinion, high collaboration among individuals, authenticity and trustworthiness among employees and a sense of satisfaction from work.
- HRD is thus a continuous and systematic process of developing employee competencies, motivation, and promoting a healthy organizational climate for effective job performance of employees.

While the organization expects the employees to direct their action to organizational goals, the employees expect the organization to fulfill their needs. Unless and until the organization takes care to fulfill the needs of the employees, they might not serve the organization to their fullest extent possible. Hence the need for HRD, which helps in improving the quality of life in organizations and create an organizational culture that reduces monotony, ensures better communication, encourages creativity, openness and collaboration.

### **HRD Instruments**

The extent of HRD practiced is reflected by the presence of the following HRD instruments namely:

- i. Role Analysis
- ii. Induction

- iii. Performance Appraisal
- iv. Potential Appraisal
- v. Performance Counseling
- vi. Career Planning
- vii. Training
- viii. Quality of Work Life
- ix. Organizational Development

It is assumed that, with the practice of the above HRD instruments, HRD processes like role clarity, performance planning, development climate, risk taking, dynamism, autonomy, openness etc., are generated in employees. The HRD processes generated by the HRD instruments lead to personal development of employees as well as the effectiveness of the organization. The HRD dimensions stated above are defined as follows:

- i. Role Analysis is the process of identification of individual employee roles to avoid role ambiguity and improve role clarity.
- ii. Induction is the introduction of an employee to the organization so as to familiarize him/her with the norms and values of the organization; to develop in him/her the competencies required to specialize in his/her functional area.
- iii. Performance Appraisal is a process by which performance of employees on the current job is rated, which serves both as input for rewards and employee growth and development.
- iv. Potential Appraisal is the process of identifying the potential of an employee to entrust higher positions and responsibilities in the organization.
- v. Performance Counseling is the development oriented support rendered by managers to subordinates to analyze their performance, potential and other job related aspects with regard to their job.
- vi. Career Planning is the process of helping employees' plan their career pertaining to their capabilities and the organizational needs.

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- vii. Quality of Work Life is the process by which the work place is totally humanized and needs are satisfied by means of interventions, which give freedom to participate in decision making that affect their well being in the organization.
  - viii. Organizational Development is a process based on democratic values, which bring about a systematically planned change in the organization.

In order to frame the questionnaire, several researches were studied and statements reflecting the presence of HRD were generated and pooled. Having the statements categorized under their respective sub-systems, the statements were checked to avoid redundancy and respondent bias.

The items were categorized under various subsystems and arranged item-wise under each subsystem. Later the items were checked so as to avoid redundant statements. The resultant statements were then scrutinized for avoiding respondent error and bias of anticipation. The questions were then randomized to avoid bias in scoring. The randomization and deletion of statements were done with periodic consultation and discussion with psychometricians and further checked for reliability and validity, which resulted in 127 statements. HRD experts also checked if the statements would be consistent enough for different investigators. Thus after repeated modifications, the HRDQ consisted of 92 statements based on nine important development instruments namely Role Analysis, Induction, Performance Appraisal, Potential Appraisal, Performance Counseling, Career Planning, Training, Quality of Work Life and Organizational Development.

The modified questionnaire was administered to as many as 30 respondents. The scores of the 30 respondents were arrived at and further tested for the reliability using the Spearman Brown Prophecy formula, which resulted in 87 statements. The statements are to be evaluated on a Linkert's 4-point scale. The maximum possible score is 348 and the minimum total score is 87. It means that higher the score on the HRDQ, greater is the extent of HRD practiced and vice versa.

## The HRD Questionnaire (HRDQ)

The primary concern of Human Resource Development in any organization is to keep the employees happy and motivated in the work place and develop a sense of pride in them with respect to the work and the workplace. This is possible through mechanisms that help employees satisfy their basic needs, enable them to perform their work freely, to develop themselves for their personal well being and the organization.

Thus in order to study the extent of HRD practiced in the organization, "The HRD Questionnaire" was developed to collect primary information from the employees. The HRD Questionnaire elicits the extent to which the various HRD mechanisms like Role Analysis, Induction, Performance Appraisal, Potential Appraisal, Performance Counseling, Career Planning etc., is effective. This analysis is made of statements representing each mechanism reflecting the practice of each mechanism.

This questionnaire aims at finding out the effectiveness of various HRD practices in Banks. The practice of each subsystem is assessed with the help of statements describing each of them. Given below are the 87 items of the HRD Questionnaire:

1. Employees are clear about their duties and responsibilities.
2. Induction is given adequate importance in the organization.
3. Performance of employees is constantly appraised in the organization.
4. Promotions are based on Employee Performance.
5. Managers help subordinates in improving their performance.
6. Career planning helps employees handle new and higher responsibilities.
7. Employee training is given due importance in the organization.
8. Subordinates express their views freely to the seniors.

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9. Employees are highly irresponsible in the organization.
  10. Employees are aware of the key functions of their jobs.
  11. Induction training is planned in advance.
  12. Performance Appraisals help employees to understand their strengths and weaknesses.
  13. Promotions are based on employees' capabilities to handle higher positions and responsibilities.
  14. Counseling establishes confidence between the manager and the subordinates.
  15. Promotion policy is made known to the employees.
  16. Training in the organization is based on developmental needs.
  17. Employees are encouraged to take initiative and work on their own.
  18. The organization views employees as important assets.
  19. Employees' roles are based on the mutual expectations of the coworkers interacting with them.
  20. Senior executives take interest and spend time with the new staff during induction.
  21. Performance appraisals are purely objective in nature.
  22. Appropriate mechanisms are used to judge the potential of employees.
  23. Counseling helps employees realize their strengths and weaknesses.
  24. Career counseling is offered in this organization.
  25. Employees are sponsored for various training programmes.
  26. Encouragement is given to experiment with new methods and ideas.
  27. Employees trust each other.
  28. Employees are most suitable to their jobs.
  29. Induction provides new employees with a comprehensive understanding of the organization.
  30. Performance appraisals help employees in identifying opportunities for development.
  31. Feedback is given to employees after every potential appraisal.
  32. Employee problems are discussed in counseling sessions.
  33. Career paths are shared with the Employees.
  34. Training needs are determined in consultation with Employees.
  35. Higher levels of responsibilities are entrusted with employees.
  36. Employees help one another.
  37. Employees possess the capabilities required to perform the functions of their jobs.
  38. Norms and values of the organization are made known to new employees during induction.
  39. Results of performance appraisals are made known to employees.
  40. Potential appraisals help employees identify their strengths and weaknesses.
  41. Counseling is done in a non-threatening manner.
  42. Tasks performed by seniors are made known to the employees.
  43. Training facilitates employees to apply them to various job situations.
  44. New developments within the organization and the industry are made known to employees.
  45. Employees discuss their feelings openly with one another.

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46. The appraisal system creates an opportunity to communicate the support he needs from his superiors to perform his job well.
  47. Salaries and rewards are based on job dimensions like educational level, responsibility level etc.
  48. Induction provides recruits with the required competencies to function effectively in their roles.
  49. Potential appraisals are followed by counseling sessions to identify mechanisms for potential development.
  50. Counseling provides confidence in employees.
  51. Employees are informed about new job opportunities in the organizations.
  52. Technical knowledge and skills are provided through training.
  53. Employees are offered new and challenging tasks to perform.
  54. Mistakes made by employees are conveyed in a non-threatening manner.
  55. Roles of employees are not clear.
  56. Induction provides recruits with the required knowledge and skills to perform well in their functional area.
  57. The appraisal system exposes the various factors affecting the performance of the appraisal.
  58. Potential appraisals are followed by training programmes to prepare the members for higher positions.
  59. Counseling strengthens employees' desirable behaviour.
  60. Employee training is congruent with career plans.
  61. Managerial capabilities are imparted through training.
  62. Employees are informed about possible separations in the organization.
  63. Employees foresee growth in the organization.
  64. Contribution made by employees to the organization is recognized and rewarded.
  65. The talents of employees are not adequately used.
  66. A Periodical evaluation of the induction training is carried out for its effectiveness.
  67. Performance appraisals develop valid data for personnel decisions like Human Resource Planning etc.
  68. Counseling generates alternatives for dealing with employee problems.
  69. Training programmes are organized after assessing the training needs.
  70. Job security is ensured in this organization.
  71. Employees confront problems and challenges boldly.
  72. Employees are informed of the organizations future plans.
  73. Most of the employees are misfits to their jobs.
  74. Periodical modification and improvements are carried out during induction.
  75. The appraisal system has scope for helping employees discover their potential.
  76. Employees gain personal competence through counseling.
  77. Quality of training programmes is good in this organization.
  78. The working environment is healthy and safe.
  79. The organization encourages interaction among group members to increase trust and openness.

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80. Senior officers in the organization point out career opportunities to juniors.
  81. Selection procedures followed in this organization are appropriate and fair.
  82. Induction training is useful and effective in the organization.
  83. Employees are satisfied with the current appraisal system.
  84. Counseling helps employees realize their potentials.
  85. Employees benefit from the training programmes.
  86. Benefits and services provided in the organization are satisfactory.
  87. Team spirit is of high order in this organization.