HRD Climate in Banking Sector in India

Bharti Vij¹, Dr. V. K. Jain²
¹Lecturer-in-Commerce,  
G M N College, Ambala Cantt.  
²Associate Professor & Head  
Dept. of Commerce, G M N College, Ambala Cantt.

Abstract
Human Resource Development (HRD) has assumed considerable importance in the recent years. Be it a business organization, or a bank or an office, the development of human resources is necessary for its efficient and effective working. ‘People’ is the most important and valuable resource every organization or institution has in the form of its employees. The success of the organization depends upon its competent and motivated workforce because it only they who can make things happen and enable an organization/institution to achieve its goals. Therefore, organization should continuously ensure that the competency, motivation and effectiveness of the employees remain at high levels. Human Resource development is a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way. A Conducive Developmental Climate is therefore, required to ensure the effectiveness of the employees. Keeping this fact in mind, the present study has been made to analyse HRD Climate in Banking Sector Industry in India. Two major public sector banks PNB and SBI have been chosen for the study. The study reveals the existence of ‘good’ HRD Climate in this industry.

Key Words: Human Resource Development, Climate, Trust, Openness, Authenticity, Collaboration

1 Introduction

Human resources development aims at developing all the employees of an organization in a planned manner not only to acquire and apply their existing capabilities but also their inner potentials and help in building a climate with strong inter personal bonds which help the organization to achieve its goal. HRD is concerned with the development of human resource in an organization. Development means improving the existing capabilities & helping them to acquire new capabilities required for the achievement of the corporate as well as individual goals.

“Human Resource Development (HRD) in organizational content is a process (Rao, TV, 1991) by which the employees of an organizational are helped in a continues planned way to:
1) Acquire or sharpen capabilities required to perform various functions associated with their performance or future expected roles.

2) Develop their general capabilities as individuals & discover & exploit their inner potentials for their own and/or organizational development purposes and

3) Develop an organizational culture in which superior – subordinate relationship, teamwork & collaboration among the sub-units are strong & contribute to the professional well-being, motivation & pride of the employees.

2 HRD Climate

The HRD climate of an organization plays a very important role in ensuring the competency, motivation and development of its employees. The HRD climate is both a means as well as end itself. HRD climate is the perceptions that the employees have about the policies, procedures, practices and conditions which exist in the working environment.

HRD climate is extremely important for the ultimate achievement of the business goals. Positive HRD climate renders the existing systems more effective and makes the organizations more receptive to the introduction of relevant additional system (Athreya, 1988). An organization that has better HRD climate and processes is likely to be more effective than an organization that does not have them (Rao, 1992). In addition, HRD climate has been reported to be a significant predictor of managerial effectiveness.

An optimal level of “Development Climate” is essential for facilitating HRD. Such a developmental climate can be characterized as consisting of tendency at all levels to treat the people as the most important resources; a perception that developing the competencies in the employees is the job of every manager/supervisor; faith in the capability of employees to change and acquire new competencies at any stage of life; a tendency to be open in communications and discussion rather than being secretive; encouraging risk-taking and experimentation; making efforts to help employees recognize their strengths and weaknesses through feedback; a general climate to trust and team spirit; tendency to discourage stereotypes and favouritism; supportive personal policies; a tendency on the part of employees to be generally helpful to each other and collaborate with each other and supportive HRD practices including performance appraisal, training, reward, management, potential development climate, job rotation and career planning.

HRD climate is characterised by OCTAPAC culture (Openness, Collaboration, Trust, Autonomy, Pro-activity, Authenticity and confrontation)

Openness means that employees feel free to discuss their ideas, activities and feelings with each other.

Collaboration is to accept inter-dependencies to be helpful to each other and work as teams.

Trust is taking people at their face value and believing what they say.

Autonomy is giving freedom to let people work independently with responsibility.

Pro-activity is encouraging employees to take initiative and risks.

Authenticity is the tendency on the part of people to do what they say.

Confrontation is bringing out problems and issues with a view to solving them rather than hiding them for fear of hurting or getting hurt.

HRD in Banking Sector

The core function of HRD in the banking industry is to facilitate performance improvement. Factors like skills, attitudes and knowledge of the human capital play a crucial role in determining the competitiveness of the financial sector. The quality of human resources indicates the ability of banks
to deliver value to customers. HRM strategies include managing change, creating commitment, achieving flexibility and improving teamwork.

‘State Bank of India (SBI), with a 200 year history, is the largest commercial bank in India in terms of assets, deposits, profits, branches, customers and employees. The Government of India is the single largest shareholder of this Fortune 500 entity with 61.58% ownership. SBI is ranked 60th in the list of Top 1000 Banks in the world by “The Banker” in July 2012.

PNB was formulated in 1895 at Lahore as a private sector bank. It was nationalized in 1969. The bank has rich customer base of 3.5 crores and operates through 4525 offices.

State Bank of India and Punjab National Bank both provide banking services to the customers. In addition to the banking services, they also provide a range of financial services including life insurance, merchant banking, mutual funds, credit card, factoring, security trading, pension fund management and primary dealership in the money market.

### 3 Statement of the Problem

Global competition, innovation, newer products and services and ever changing technology have necessitated the need for well-developed and motivated human resources in banking sector industry also. The banking business is becoming more and more complex in view of increasing competition, entry of private and foreign banks and liberalization policy of the State. The major cost of the banks is the expenditure on human factor. The bank need to cut this cost by increasing the efficiency and effectiveness of the human factor which requires a good development climate in the banks. The present study has been undertaken to examine the existing HRD climate in the two major public sector banks viz. SBI and PNB.

### 4 Objectives of the Study

The main objectives of the study are:

1. To study the nature of HRD Climate existing in the banking sector.
2. To study the variables contributing to HRD Climate.
3. To study the difference in HRD Climate in the two public sector banks.
4. 

### 5 Methodology

The data for the study has been collected on the basis of 38-item Standardized Questionnaire developed by Centre for HRD at XLRI.

Generally, 5-point Likert Scale was used but some general questions may also be included. Besides, personal interview with the respondents were held to validate the information. Studies undertaken in the past were also be consulted by the researcher.

Simple statistical tools & techniques are used to analyses the responses will collect from all types of questionnaires in order to draw the inferences. The elementary statistical tools like simple arithmetic mean and percentages shall be applied in carrying out the analyses. The data has been analysed using SPSS statistical package version 20.

### 6 Scope of the Study

Banking sector is large one spread ever length and breadth of the country so we are constrained to limit our study to two public sector banks i.e., State Bank of India and Punjab National Bank.

A sample of 220 respondents on random basis includes employees from both the selected banks. For the present study respondents were drawn from the various branches of the banks located at Ambala,
Naraingarh, Shahbad, Kurukshetra and Panchkula in Haryana State and also from their staff colleges located in this area.

7 Review of Literature

The concept of HRD is evolved in the West in the second half of 20th century. In India, the concept of HRD was introduced for the first time by Larson & Tubro in private sector. It was adopted by Bank of Baroda in 1978 and State Bank of India adopted it in 1979.

Rao and Abraham [1986] made a study of 52 organizations which shows that overall HRD climate in these organizations was about 54% which is rather low. An optimal level of development climate is essential for facilitating HRD activities. He has indicated various factors which can be helpful in improving the overall HRD climate in these organizations.

ESJ Abraham (1988) in his article entitled “HRD Climate in Bank’s” has surveyed in different banks. He observed that there is a wide gap between the belief of their practices with regard to HRD whereas the belief & philosophy are the ideal orders, the practice of it falls way below expectations. Besides, training the most used mechanism in human resources development in banks needs to be evaluated time & again to verify its effectiveness.

Krishnamurti M (1989) in the Article “Human Resource Development” has summarized the existing problems understood out of his own experience in various banking assignments and feedback received from interaction with officials in various banks which urges the ‘need for sincere approach’ towards H.R.D. activities.

Neelu Rohmetra (1996) conducted a research on the impact of prevailing entrepreneurial culture in four Indian Commercial Banks viz. State Bank of India (SBI), Punjab National Bank (PNB), Oriental Bank of Commerce (OBC) and Dena Bank (DB). The overall entrepreneurial climate for SBI (3.49) and PNB (3.41) existed to be at a moderate level indicating a good degree of scope for improvement along this dimension. But in DB, entrepreneurial climate was at below average level. The study established intimate relationship between entrepreneurial climates and level of satisfaction.

Jain, Singhal, and Singh (1996) conducted a study, HRD Climate in Indian Industry, in two public sector organisations i.e. BHEL and NFL and concluded that the HRD climate is mainly a function of the effectiveness variables including individual efficiency, organisational efficiency and productivity, and the HRD variables including management policy on HRD, organisation development, role analysis and training. Ishwar Dayal (1996) also carried out a study of HRD Climate in Indian Oil Corporation. It was found that HRD Climate was positive for learning.

Gani and Rainayee (1996) conducted a study in HRD Climate in Large Public Sector Organization in Kashmir and concluded that climate existing in the organization for employee development was picking up and it was further observed that compared to managerial personnel, workers were less sanguine.

Krishna and Rao (1997) carried out a comprehensive empirical study Organisational and HRD Climate in BHEL: An Empirical Study, and found that HRD climate in the organisation encouraged middle and senior managers to experiment with new methods and try out creative ideas.

Jain, Singhal, and Singh [1997] conducted a study on HRD Climate of two major public sector organizations and tried to determine inter correlations in their HRD Variables They observed that some of these variables were significantly correlated and made a significant contribution to the development of HRD climate in these organizations.

Sharma and Pooja Purang (2000) in their study Value Institutionalization and HRD Climate: A Case Study of a Navratna public sector organisation, found a positive relationship between value
institutionalization and HRD climate in a large public sector organisation, meaning thereby that a better and more ethical environment of the organization shall lead to a better HRD climate for the organisation.

Mishra Padamakali and Gopa Bhardwaj (2002) in their study entitled "HRD Climate-An Empirical Study among Private Sector Managers" have thrown light on the nature of HRD climate as perceived by three hierarchical levels of managers in a large private sector organization. The survey revealed the existence of good HRD climate in organization.

Rodriques Lewlyn L.R (2005) in his study “Industry-Institute Correlates of HRD Climate: Empirical Study Based Implications”, compared the HRD climate (HRDC) in the engineering institute with that in a public sector based on seven dimensions reflecting the nature of HRDC and thereby, making suggestions to improve the HRDC in the institute. Through the empirical study results, suggestions are made to enhance the HRD mechanisms of the engineering institutes. Introducing a performance enhancement oriented HRD system seems to be the need of the hour with over 1250 engineering institutes in the country.

M.Srimannarayana (2005) has carried out a study to assess the extent of HRD climate prevailing in small trading units in Dubai. He concluded that average HRD climate was prevalent in the small trading units. The author suggested the units to introduce fair employee welfare programmes and reward systems to improve employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase sales.

Chalam and Srinivas (2005) in their study Genderwise Perceptions and Attitudes on HRD Climate in Indian Banking Sector, examine the basic disagreement with respect to HRD Climate in the selected branches of SBI.

Srimannarayana (2007), in his article titled as “HRD Climate in Dubai Organizations” has shared his observations based on the responses of executives, He carried out a study which attempted to assess HRD climate prevailing in Dubai organizations and concludes that the climate is at an average level. In comparison, it is observed that the HRD climate in banking business is higher than the other business. This is followed by the insurance and shipping business. Low level of HRD climate is observed in tourism, food and trading organizations when compared to banking, insurance and shipping organizations.

Samantaray P.C. (2007) in his article titled as “Co-operative and HRD” has mentioned that much emphasis has to be given on HRD to build professional managers who can compete and survive in the market driven economy. The restructuring of HRD plans and programmes should be considered from time to time in the ever-changing business environment.

Pillai Prakash R. (2008) in his article entitled “Influence of HRD Climate on the Learning Orientation of Bank Employees” has attempted to analyse the influence of the HRD climate existing in banks on the learning orientation of the employees. The overall analysis indicates that the level of learning orientation of the employees working in the banks is highly influenced by the learning and development climate fostered by their organizations.

8 Analysis of Data and Interpretation

The data for the present study was collected from 220 respondents were selected from the total population of managers, officers and employees of two public sector banks-SBI and PNB through standardized questionnaire adopted by T V Rao on HRD practices. The item-wise mean scores of the total sample are presented in Table-1.

Since the questionnaire used a five-point scale, average scores of 3 and around indicate a moderate tendency on that dimension existed in both banks. Scores around 4 indicate a fairly good degree of that
dimension existed in the organisation. In order to make interpretations easy, the mean scores were converted into percentage scores using the formula (Rao, 1991):

\[
\text{Percentage Score} = (\text{Mean Score} - 1) \times 25
\]

This was done assuming that a score of 1 represents 0 per cent, a score of 2 represents 25 per cent, a score of 3 represents 50 per cent, score of 4 represents 75 per cent and a score of 5 represents 100 per cent. Thus, percentage scores indicate the degree to which the particular dimension exists in that company of the ideal 100.

Further, Rao (1991) explains that mean score of 1 indicates ‘extremely poor’ HRD climate and 5 indicates ‘extraordinarily good’ HRD climate on that dimension. Scores around 3 indicates ‘average’, whereas mean score of 4 indicates ‘good’ and 2 indicates ‘poor’ HRD climate on that dimension.

The mean scores for each item could theoretically range from 1.0 to 5.0 where 1.0 indicates extremely poor HRD climate and 5.0 indicates extraordinarily good HRD climate on that dimension. Scores around 3 indicate an ‘Average’ HRD climate on that dimension giving substantial scope for improvement. Scores around 2 indicate a poor HRD climate on that dimension. Scores around 4 indicate a good HRD climate where most employees have positive attitudes to the HRD policies and practices of the organisation on that dimension and thereby to the organisation itself. Mean scores around 4 are indicative of an HRD climate at a desirable level. The same interpretation could be offered to the overall mean score across all items (computed by adding mean scores on all 38 items for that company and dividing by 38).

Similar interpretations could be offered for percentage scores. A mean score of 1 corresponds to 0 per cent, 2 corresponds to 25 per cent, 3 corresponds to 50 per cent, 4 corresponds to 75 per cent and 5 corresponds to 100. It is certainly desirable for organisations to have percentage scores above 50 on each item as well as overall. Banks having percentage scores above 60 are indicative of a reasonably good development climate.

An overview of the item-wise mean and percentage for all the 38 items as classified in three parts mentioned above are given in the Table-1. The description of the items is given in Annexure-1. A scrutiny of the mean scores explains that on various items (19 items) the mean score was more than 3.60 which indicate that good developmental climate existed on these dimensions in this organization. In all 13 items showed a mean score > 3.60 in State Bank of India and in Punjab National Bank, 27 items showed a mean score of > 3.60 which have helped in create good HRD climate in the two public sector banks (overall mean score > 3.60).

(a) High Mean Value Items (Mean> 3.9): A close scrutiny of State Bank of India of the table shows that career opportunities for juniors by seniors’ in the organisation (item no.35) was assigned highest weightage in with mean score of 3.95, followed by item no. 31 i.e. ‘Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organisation’ (Mean=3.59), item no.27 ‘People trust each other in this organization’ (Mean=3.90) and item no.38 ‘Job- rotation in this organisation facilities employee development’ (Mean=3.93) indicating that career opportunities, delegation of authority, trust and job-rotation are given high weightage in this organization making favourable climate for employee development.

Similarly, in Punjab National Bank, as the table shows that top management believes that human resources are an extremely important resource and that they have to be treated more humanly (item no.2) was assigned highest weightage in with mean score of 4.04, followed by item no. 14 (Mean= 4.02) i.e. ‘The top management of this organisation makes efforts to identify and utilize the potential of the employees, item no.27 ‘People trust each other in this organization’ (Mean=3.90) and item no.38 ‘Job- rotation in this organisation facilities employee development’ (Mean=3.93) indicating that career opportunities, delegation of authority, trust and job-rotation are given high weightage in this organization making favourable climate for employee development.
and weaknesses from their supervising officers or colleagues.’ It indicates that potential of employees, treatment of employees more humanely by top management, trust, training and strength & weaknesses of employees are given high weightage in this organisation which is useful in making favourable climate for employee development.

(b) Mean Value $>3.80$ but $\leq 3.90$: In the State Bank of India, a mean score of 3.83 was assigned to item no. 7 ‘Managers in this organisation believe that employee behaviour can be changed and people can be developed at any stage of their life.’, and item no.24 ‘When employees are sponsored for training they take it seriously and try to learn from the programmes they attended’. Further, item no. 13 (Mean=3.83) ‘Team spirit is of high order in this organisation’, item no.33 (Mean=3.81) ‘This organisation ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.’, item no.37 (Mean=3.80) ‘People in this organisation are helped to each other.’, also indicate high learning aptitude of the respondents, team spirit, employees welfare and respondents help each other.

Similarly, in Punjab National Bank a mean score of 3.95 was allotted to item no. 19 and 20 ‘People in the organisation do not have any fixed mental impressions about each other’ ‘Employees are encouraged to experiment with new methods and try out creative ideas’ and item no. 18(Mean=3.91) and item no 21(Mean =3.91)‘Performance Appraisal reports in our organisation are based on objective assessment and adequate information and not on favouritism’, ‘when any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistake rather than punishing him or discourage him’, item no. 15(Mean=3.94) ‘promotion decision are based on the suitability of the promote rather than on favouritism’ and item no 4(Mean=3.89) ‘The personnel policies in this organisation facilities employee development’, also convey high relation between respondents, creative ideas, performance appraisal, understanding respondent by their superiors, promotion decisions and employees development.

(c) Mean Value $>3.70$ but $\leq 3.80$: In State Bank of India, a mean score of 3.80 was obtained by item no.36 ‘The organisation’s future plans are made known to the managerial staff to help them develop their juniors and prepare them for future’; item no 13(Mean=3.78) ‘Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up’, item no. 32(Mean= 3.74) ‘When seniors delegate authority to juniors use it as an opportunity for development’ and item no 21(Mean=3.72) ‘Performance Appraisal reports in our organisation are based on objective assessment and adequate information and not on favouritism’ also indicate prepare for future roles by superiors and performance appraisal on assessment bases.

In Punjab National Bank, a mean score of 3.88 was acquired by item no. 9 and 29 ‘People in this organisation are helped to each other.’, ‘Employees are not afraid to express or discuss their feelings with their subordinates’, item no.38and 4 (Mean=3.89) ‘job- rotation in this organisation facilities employee development’, ‘The personnel policies in this organisation facilitate employee development’, item no.28(Mean=3.8) ‘Employees are not afraid to express or discuss their feelings with their superiors’ and item no.11(Mean=3.79) ‘Employees in this organisation are very informal and do not hesitate to discuss their personal problems with their supervisors’ also convey free to express their feeling with each other and seniors and job rotation.

(d) Mean Value $\geq 3.60$ but $\leq 4.00$: Variables contributing higher than overall mean value of 3.60 including item no.18 (Mean=3.60) ‘Performance Appraisal reports in our organisation are based on objective assessment and adequate information and not on favouritism’, item no.14 (Mean=3.68) ‘The top management of this organisation makes efforts to identify and utilize the potential of the employees’
and item no. 16 (Mean=3.61) ‘There are mechanisms in this organisation to reward any good work done or any contribution made by employees.’ in the State Bank of India.

In Punjab National Bank, variables contributing higher than overall mean value of 3.73 including item no.35 ‘Career opportunities are pointed out to juniors by seniors’ officers in the organisation’, item no. 13 and 34 (Mean =3.73) ‘Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up’ and ‘When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.’

**TABLE-4.1**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>State Bank of India</th>
<th>Punjab National Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>1</td>
<td>3.02</td>
<td>1.15</td>
</tr>
<tr>
<td>2</td>
<td>3.61</td>
<td>1.15</td>
</tr>
<tr>
<td>3</td>
<td>3.38</td>
<td>0.97</td>
</tr>
<tr>
<td>4</td>
<td>3.65</td>
<td>0.93</td>
</tr>
<tr>
<td>5</td>
<td>3.34</td>
<td>0.95</td>
</tr>
<tr>
<td>6</td>
<td>3.41</td>
<td>1.05</td>
</tr>
<tr>
<td>7</td>
<td>3.83</td>
<td>0.93</td>
</tr>
<tr>
<td>8</td>
<td>3.4</td>
<td>0.93</td>
</tr>
<tr>
<td>9</td>
<td>3.81</td>
<td>1.03</td>
</tr>
<tr>
<td>10</td>
<td>3.43</td>
<td>1.12</td>
</tr>
<tr>
<td>11</td>
<td>3.37</td>
<td>1.07</td>
</tr>
<tr>
<td>12</td>
<td>3.54</td>
<td>1.05</td>
</tr>
<tr>
<td>13</td>
<td>3.78</td>
<td>1.04</td>
</tr>
<tr>
<td>14</td>
<td>3.68</td>
<td>1.02</td>
</tr>
<tr>
<td>15</td>
<td>3.55</td>
<td>1.17</td>
</tr>
<tr>
<td>16</td>
<td>3.61</td>
<td>1.19</td>
</tr>
<tr>
<td>17</td>
<td>3.57</td>
<td>1.08</td>
</tr>
<tr>
<td>18</td>
<td>3.6</td>
<td>1.22</td>
</tr>
<tr>
<td>19</td>
<td>3.43</td>
<td>1.01</td>
</tr>
<tr>
<td>20</td>
<td>3.47</td>
<td>1.08</td>
</tr>
<tr>
<td>21</td>
<td>3.72</td>
<td>1.01</td>
</tr>
</tbody>
</table>
The existing climate can be improved further to contribute to employee development if some of the variables showing mean score ranging between 3 and 4 are properly developed. Only one item showed the least mean score i.e. item no.01 ‘The top management of this organisation goes out of its way to make sure that employees enjoy their work.’ Mean score = 3.02’, which is quite understandable as it is not always possible the superiors goes out of way for employees in this bureaucratic type of organization in State Bank of India.

Similarly, in Punjab National Bank, the existing climate of this organisation is better than state bank of India and employee development is better if some variables showing mean score ranging between 3 and 4 and above are properly developed. Same as State bank of India, item no.1 showed a mean score of least ‘The top management of this organisation goes out of its way to make sure that employees enjoy their work.’, ‘Mean score = 3.03’,which is quite understandable as it is not always possible that superiors do favour for employees in work in this type of organisation.
9 Conclusion

The following conclusions can be drawn from the above study:

1) The general HRD climate in the organisations surveyed can be considered to be at ‘reasonably good’ (percentage score = 65). There is a good deal of scope for improvement.

2) The most important factor contributing to this seems to be a general indifference on the part of employees of the two banks to their own development by ‘making efforts to recognize their strengths and weaknesses from their supervising officers or colleagues’ (item 23).

3) The top management in most banks is seen as doing usual things and do not seem to go out of their way to improve the quality of work life. There is probably a good deal of lip sympathy and intellectual positivism of HRD (item 2) but no emotional investment (item 1).

4) The other impediments seem to be the lack of support to employees returning from training programmes to implement what they have learnt (item 25) and not helping in career development (item 35).

5) On the positive side employees seem to take training more seriously than their sponsors (item 24).

6) The other dimensions on which the organisations surveyed score better (a percentage score more than 60) included: top management’s belief about the importance of human resources (item 2), general helpful nature of employees (item 9), fairly objective performance appraisals and promotion decisions (items 17 and 14) and tolerance for mistakes (item 20).

On the whole, the two public sector banks have reasonably good developmental climate for their employees. They can further improve the climate by giving attention to the variables which do not contribute effectively to the climate and have a low scoring (mean score < 3). Extensive studies must be carried out by the banks to cover all the districts and states to ascertain the true nature of such variables.

10 References


**ANNEXURE-1**

**QUESTIONNAIRE**

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Particulars</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The top management of this organisation goes out of its way to make sure that employees enjoy their work.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Development of the subordinate is seen as an important part of their job by the managers/officers here.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>The personnel policies in this organisation facilitate employee development.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6.</td>
<td>Senior officers/executive in this organisation takes active internet in their juniors and help them learn their job.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7.</td>
<td>Managers in this organisation believe that employee behaviour can be changed and people can be developed at any stage of their life.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9.</td>
<td>People in this organisation are helped to each other.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
10. Weaknesses of employees are communicated to them in a non-threatening way.  

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

12. The psychological climate in this organisation is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.  

13. Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.  

14. The top management of this organisation makes efforts to identify and utilize the potential of the employees.  

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

16. There are mechanisms in this organisation to reward any good work done or any contribution made by employees.  

17. When an employee does good work his supervising officers take special care to appreciate it.  

18. Performance appraisal reports in our organisation are based on objective assessment and adequate information and not on favouritism.  

19. People in the organisation do not have any fixed mental impressions about each other.  

20. Employees are encouraged to experiment with new methods and try out creative ideas.  

21. When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistake rather than punishing him or discouraging him.  

22. When behaviour feedback is given to employees they take it seriously and use it for development.  

23. Employees in this organisation take pains to find out their strengths and weaknesses from their supervising officers or colleagues.  

24. When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.  

25. Employees returning from training programmes are given opportunities to try out what they have learnt.  

26. Employees are sponsored for training programmes on the basis of genuine training needs.  

27. People trust each other in this organisation.  

28. Employees are not afraid to express or discuss their feelings with their superiors.  

29. Employees are not afraid to express or discuss their feelings with their subordinates.  

30. Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.  

31. Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organisation.  

32. When seniors delegate authority to juniors, the juniors use it as an opportunity for development.  

33. Team spirit is of high order in this organisation.  

34. When problems arise people discuss these problems openly and try to solve them.
rather than keep accusing each other behind the back.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>35.</td>
<td>Career opportunities are pointed out to juniors by seniors’ officers in the organisation.</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>36.</td>
<td>The organisation’s future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>37.</td>
<td>This organisation ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>38.</td>
<td>Job-rotation in this organisation facilities employee development.</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>