ANNEXURE

QUESTIONNAIRE

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"STUDY ON LEARNING ORGANIZATION WITH REFERENCE TO EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION IN INDUSTRIES"

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Note : This study is a part of my **Ph.D. in Social Work**, Faculty of Social Work, The Maharaja Sayajirao University of Baroda. This study is for **academic purpose only** and data collected will be **kept strictly confidential.**
Thank you for your support & valuable time.

SECTION - I   PERSONAL INFORMATION

Name of Respondent (Optional)

Name of organization

1.1	Age (in Years)	a) 20 – 30	b) 30 – 40	c) 40 -50	d) 50 – 60		
1.2	Salary (Monthly CTC - In Rupees)	a) Less than 30,000	b) 30,000 – 60,000	c) 60,000 – 90,000	d) 90,000 – 1,20,000	e) 1,20,000 - 1,50,000	e) 1,50,000 and above
1.3	Gender	a) Male			b) Female		
1.4	Marital Status	a) Single	b) Married	C) Divorced	d) Widow	e)Separated	
1.5	Education qualification	a) Diploma	b) Bachelor degree	c) Masters	Others : _____		
1.6	Departments	a) HR dept	b) Production dept	c) Marketing dept	d) Q.A.	e) Account	f)Others specify: _____
1.7	Designation	a) Asst. Manager	b) Sr. Executive	c) Executive	d) Supervisor	e) Manager	Other: _____
1.8	Experience in Present organization	a) 0-2	b) 2-4	c) 4-6	d) 6-8	e) 8-10	f) 10 and more
1.9	Total Experience (In years)	a) 0-5	b) 5-10	c) 10-15	d) 15 -20	e) 20-25	f) 25 and more

SECTION - II   LEARNING ORGANIZATION

Use the below 5 point rating scale to respond to each statement and indicate your appropriate response in the box.

not true at all	somewhat true	difficult to say whether it is true	Fairly well	Fully true
0	**1**	**2**	**3**	**4**

Sr. No	Particulars	0	1	2	3	4
2.1	The Organization is alive to changes and is strongly connected with the environment.					
2.2	People in the organization generally see and deal with things in isolation; they seem to miss their interconnections.					
2.3	The organization generally treats each events by itself. There are treated as discrete events rather than seeing them in a pattern.					
2.4	People generally are busy with their present concerns and they are not able to see the larger issues beyond the immediate.					
2.5	People are willing to examine their basic assumptions, when they get information conflicting with their expectations.					
2.6	The organization uses boundary workers, like vendors, as environment scanners.					
2.7	The Organization encourages managers to priorities their tasks in terms of their strategic thrust.					
2.8	People ignore working out consequences ot implications of most actions that they plan.					
2.9	The top leaders search for the key variables which the most impact, prioritizing the various items in terms of their importance.					
2.10	The organization is unwilling to discontinue a business line, or close down a unit, even when it does not seem to be central to its main purpose					
2.11	Management encourages people to reflect on information and data, and reframe them at strategic level.					
2.12	Strategic information and decisions are not shared at all levels, nor are comments invited on such critical matters.					

not true at all	somewhat true	difficult to say whether it is true	Fairly well	Fully true
0	1	2	3	4

		0	1	2	3	4
2.13	The vision of The Organization is developed by its top leaders, without involving most members in its environment.					
2.14	The organizational vision is inspiring for most of its people, and seems to be linked with their own personal goals.					
2.15	Top leader give highest priority to developing an inspiring vision for the organization					
2.16	The vision developed by the top people is generally limited to that level, and does not get communicated to most people in the organization.					
2.17	The top management develops organizational vision, but commitment to it by most people seems to be low.					
2.18	The vision developed by leaders is not translated into detailed concrete actions to be taken.					
2.19	The organizational structure allows and facilitates most of its parts and people to accomplish their task.					
2.20	There is enough decentralization and delegation in the organization.					
2.21	Employees in the organization feel that they lack proper direction for the work they are supposed to do.					
2.22	A lot of support from the seniors is experienced by people while working on their tasks.					
2.23	People are more interested in getting formal authority, rather than developing their personal power to influence decisions.					
2.24	There is lack of recognition and reward for taking difficult decisions and solving critical problems.					
2.25	Most of the critical information is shared in an automatic way at most levels in the organization.					
2.26	There is free flow of relevant information in the organization.					
2.27	People generally hesitate to communicate negative information to their seniors.					

not true at all	somewhat true	difficult to say whether it is true	Fairly well	Fully true
0	1	2	3	4

		0	1	2	3	4
2.28	Most communication in this organization is through rumours because of lack of proper communication by the authorities in time.					
2.29	Generally people come to know about critical decisions and information from sources other than the management of the organization.					
2.30	Internal exchange of information for solving problems is encouraged here.					
2.31	Most people in the organization are optimistic about their personal and organizational future.					
2.32	Generally people here believe that they can influence what happens in the organization in a very limited way.					
2.33	When people working in the organization get together, generally they talk about negative things, discuss some emotion-laden issues from the past.					
2.34	People in the organization are more aware of the constraints and feel helpless in dealing with them.					
2.35	People are more interested in getting immediate benefits rather than postponing them for getting larger gain in future.					
2.36	People hesitate to take calculated risks; generally, there is lack of boldness in decision making.					
2.37	The organization gives importance to and facilitates self – development of its people.					
2.38	The organization is rather insulated, does not learn from other organizations.					
2.39	There is no conductive climate in the organization for leaning; people are generally critical and not supportive.					
2.40	The organization does not give importance to critical enquiry and refection by people; there seems to be a rush for completing the assignments.					
2.41	There is enough dialogue amongst various levels in dealing with critical issues.					

not true at all	somewhat true	difficult to say whether it is true	Fairly well		Fully true	
0	**1**	**2**	**3**		**4**	

		0	1	2	3	4
2.42	Openness is valued in the organization; people are encouraged to get ideas from various sources.					
2.43	People are generally willing to suspend their own assumptions and think collectively on critical matters.					
2.44	People who have strong views during discussions, continue to hold them, even after a decision has been taken.					
2.45	Not enough time and attention is given to clearing or taking care of hurt feelings; most attention is on completing tasks rather than on improving human processes.					
2.46	Coordinated action is lacking; people do most of their work by themselves.					
2.47	Enough attention is given to developing a consensus before taking decisions on key problems.					
2.48	Cross-functional teams are set up in the organization to deal with common issues.					

SECTION - III   EMPLOYEE ENGAGEMENT

Use the below 5 point rating scale to respond to each statement and indicate your appropriate response in the box.

STRONGLY DISAGREE (SD)	DISAGREE (D)	NEUTRAL (N)	AGREE (A)	STRONGLY AGREE (SA)
1	2	3	4	5

Sr. No	Particulars	SD 1	D 2	N 3	A 4	SA 5
3.1	I am enthusiastic about my job					
3.2	I would recommend my organization as a great place to work.					
3.3	I am proud to work for my organization.					
3.4	I feel emotionally attached to my organization.					
3.5	I have a clear understanding of what is expected of me.					
3.6	My ideas and suggestions are counted.					
3.7	I receive the information and communication I need to do my job effectively.					
3.8	My immediate supervisor provides me with timely and helpful feedback.					
3.9	There is open and honest two-way communication at my organization.					
3.10	My immediate supervisor treats me with respect.					
3.11	There is good teamwork and cooperation between departments in my organization.					
3.12	I feel that I am part of a team.					
3.13	I am appropriately involved in decisions that affect my work.					
3.14	The people I work with collaborate to get the job done.					
3.15	I feel supported in my efforts to adapt to organizational changes.					
3.16	My immediate supervisor provides valuable career development coaching.					
3.17	My job makes good use of my talents, skills, and abilities.					
3.18	My organization provides me with the opportunity for learning and development.					
3.19	I have opportunities for advancement at my organization.					
3.20	I receive the training I need to do my job effectively.					

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	2	3	4	5

Sr. No	Particulars	SD 1	D 2	N 3	A 4	SA 5
3.21	My organization does a great job of helping me understand how changes will affect my work.					
3.22	My organization is making the changes it needs to be successful in the future.					
3.23	I trust the senior leadership of my organization.					
3.24	The senior leadership of my organization is committed to ethical business practices and conduct.					
3.25	I believe that positive change will happen as a result of this survey.					

SECTION - IV   RETENTION

Use the below 5 point rating scale to respond to each statement and indicate your appropriate response in the box.

STRONGLY DISAGREE (SD)	DISAGREE (D)	NEUTRAL (N)	AGREE (A)		STRONGLY AGREE (SA)	
1	2	3	4		5	

Sr. No	Particulars	SD 1	D 2	N 3	A 4	SA 5
4.1	I can see a clear link between my work and the strategies and objectives of my organization.					
4.2	The senior leadership has communicated a vision of the future that motivates me.					
4.3	I believe my organization has an outstanding future.					
4.4	I receive the training I need to do my job effectively.					
4.5	I am appropriately involved in decisions that affect my work.					
4.6	The people I work with collaborate to get the job done.					
4.7	In my organization, We set clear performance standards for all employees.					
4.8	We regularly use feedback to improve our performance.					
4.9	My immediate supervisor is an excellent leader.					
4.10	My immediate supervisor does a good job at managing the work.					
4.11	My immediate supervisor does a great job at people management.					
4.12	I receive appropriate recognition when I do a good job.					
4.13	My organization values my contribution.					
4.14	My organization recognizes high performers.					
4.15	My work schedules provides me a balance to meet work & personal needs.					
4.16	I often compromise on my social engagements on account of work					
4.17	My balanced life gives me ability to function effectively at work					
4.18	I am successful in managing my home and work demands.					
4.19	I intent to continue to work here because I believe it is the best place to work.					
4.20	I rarely think about looking for a new job with another organization.					
4.21	I will stay with the organization if I will received attractive job offer with same pay scale.					

SECTION - V   JOB SATISFACTION

Ask yourself: How satisfied I am with this aspect of my job ? Tick (√) one which is most appropriate for you. On my present Job, this is how I feel about:

Very dissatisfied (VD)	Dissatisfied (D)	Undecided (U)	Satisfied (S)	Very satisfied (VS)
1	2	3	4	5

Sr. NO	Particulars	VD 1	D 2	UD 3	S 4	VS 5
5.1	The chance to do different things from time to time.					
5.2	The chance to be "some body" in the community.					
5.3	The competence of my supervisor in making decision.					
5.4	The way my job provides for steady employment.					
5.5	The chance to do something that makes use to my abilities					
5.6	My Pay					
5.7	The chances for advancement on this job					
5.8	The Working conditions.					
5.9	The way my co-workers get along with each-other					
5.10	The feeling of accomplishment I get from the job.					
5.11	General management of the company.					
5.12	Chances for future growth (in efficiency)					
5.13	Social conditions within the organization					
5.14	Recognition for my work					
5.15	Responsibilities given to me					
5.16	Company's policies					