Appendix: Questionnaires

This questionnaire is designed to ascertain information for purely academic purposes. This is to enable Udhav Waghmare, a student of Ph.D. in Commerce of Dr. Babasaheb Ambedkar Marathwada University, Aurangabad, to complete his thesis on the topic; A Study of Performance Appraisal Practices as a Tool to Improve Employee Efficiencies in Private Sector Banks – A Case Study Of HDFC Banks. All information gathered here would be treated with utmost confidentiality. Thank you.

(Tick where appropriate.)

1. Name of Employee: ________________________________

2. How old are you? (Years)
   a. 21 – 25 ( )   b. 26 – 30 ( )   c. 31 – 35 ( )   d. 36 – 40 ( )
   e. 41 & above ( )

3. Gender: a. Male ( )   b. Female ( )

4. Educational Background:
   a. Graduate ( )   b. Post Graduate ( )   c. Professional Degree ( )
   f. Doctorate Degree ( )

5. What is your rank in HDFC Bank?
   a. Team Leader ( )   b. Assistant Manager ( )   c. Relationship Manager ( )
   d. Deputy Manager ( )   e. Branch Manager ( )   f. Manager ( )
   g. Area Manager ( ).

6. How long have you been working in HDFC Bank?
   a. 1 - 5 years ( )   b. 6 – 10 years ( )   c. 11 – 15 years ( )
   d. 16 – 20 years ( )   e. More than 20 years ( )
7. What is the salary structure of last financial year.
   a. Rs. 3 - 4 Lakh ( )   b. Rs. 4 – 5 Lakh ( )   c. Rs. 5– 6 Lakh ( )
   d. Rs. 6 – 7 Lakh ( )  e. Rs. 7-8 Lakh ( )  F. Rs. 8 – 10 Lakh ( )
8. What types of employee motivation practices adopted by the bank.
   a. Using music at work place ( )   b. Providing day care center ( )
   c. Work Autonomy ( )         d. Option of flexible working hours ( )
   e. Best Employee Award. ( )
9. Performance appraisal system is needed in banking organization.
   a. Strongly Agree ( )   b. Agree ( )   c. Neutral ( )
   d. Disagree ( )   e. Strongly Disagree ( )
10. You are satisfied with the existing performance appraisal system.
    a. Fully Satisfied ( )   b. Satisfied ( )   c. Neutral ( )
    d. Dissatisfied ( )   e. Fully Dissatisfied ( )
11. The performance appraisal helps to win co-operation and team work.
    a. Strongly Agree ( )   b. Agree ( )   c. Neutral ( )
    d. Disagree ( )   e. Strongly Disagree ( )
12. The performance appraisal is helpful in reducing grievance among the employees.
    a. Strongly Agree ( )   b. Agree ( )   c. Neutral ( )
    d. Disagree ( )   e. Strongly Disagree ( )
13. The performance appraisal is helpful for improving personnel skill.
    a. Strongly Agree ( )   b. Agree ( )   c. Neutral ( )
    d. Disagree ( )   e. Strongly Disagree ( )
14. Were you given any formal Performance Development training before your first performance appraisal?
    a. Yes ( )   b. No ( )

Appendix: Questionnaire.
15. Training programmers are effective for individual and organization development.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

16. The performance appraisal system helps to identify the strength and weakness of the employee.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

17. The Performance appraisal system encourages common understanding between the superior and the subordinate of the factors affecting the employees performance.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

18. Performance appraisal system provides an opportunity for discussing the expectations, achievements, failures, constraints and improvements needed between superiors and subordinates.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

19. Performance appraisal system provides scope for reflection and assessment of the employee’s personality factors and attributes required for their job performance.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

20. Performance appraisal system encourages open communication between superior and subordinate through performance review discussions.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )
21. Performance appraisal system provides an opportunity for the redressal of employees’ grievances.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

22. Performance appraisal system helps employees to gain insights into their strengths and weaknesses.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

23. Performance appraisal system facilitates growth and learning of both superiors and subordinates in this banking organization.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

24. The desired target of the organization is achieved through the performance appraisal.
   a. Strongly Agree ( ) b. Agree ( ) c. Neutral ( )
   d. Disagree ( ) e. Strongly Disagree ( )

25. How often is your performance appraised or reviewed?
   a. Every month ( ) b. Quarterly ( ) c. Half yearly ( )
   d. Yearly ( )

26. Do you always have a face-to-face meeting with your higher management during the appraisal/ PD review sections?
   a. Yes ( ) b. No ( ) c. Sometimes ( )

27. How often do you get feedback from your higher management after an appraisal or performance development meeting?
   a. Consistently ( ) b. Not often ( ) c. Never ( )
28. Are you motivated by and satisfied with the appraisal or the whole performance development process in HDFC Bank to put much more into your work?
   a. Fully Motivated / Satisfied ( )  b. Just Motivated / Satisfied ( )
   c. Not Motivated / Satisfied ( )  d. Can't say ( )

29. How your performance under Performance Appraisal System during the last year?
   a. Ideal ( )  b. More than Ideal ( )
   c. Less than Ideal ( )  d. Can't say ( )

30. What initiatives taken by the bank after completion of PA procedure?
   a. Providing Training ( )  b. Measuring the quality of PA ( )
   c. Resolving poor performance ( )  d. Developmental Goal is identified ( )
   e. Preparing Action Plan ( )

31. What types of benefits availed after completion of PA procedure?
   a. Special incentives offer ( )  b. Special Festival Advance Sanctioned ( )
   c. Enhancement in Higher Education Opportunity ( )  d. Approval to the Job Application ( )
   e. Preference to seniority in promotion ( )

32. Training programmes under HRM are well planned by the bank.
   a. Poor ( )  b. Fair (Average) ( )  c. Good ( )
   d. Very good ( )  e. Excellent ( )

33. Norms, values and goals of the organization are clearly explained during the training programs.
   a. Poor ( )  b. Fair (Average) ( )  c. Good ( )
   d. Very good ( )  e. Excellent ( )
34. Employees acquired technical knowledge and skill through Training programmes.
   a. Poor ( )  b. Fair (Average) ( )  c. Good ( )
   d. Very good ( )  e. Excellent ( )

35. Training and Development programmes organized by HDFC bank enhances the efficiency and effectiveness of the work being performed by employees.
   a. Poor ( )  b. Fair (Average) ( )  c. Good ( )
   d. Very good ( )  e. Excellent ( )

36. Training and Development programmes reduce the stress level of employees.
   a. Poor ( )  b. Fair (Average) ( )  c. Good ( )
   d. Very good ( )  e. Excellent ( )