Appendix - A

Questionnaire for Empirical Study

Questionnaire for employees working at top management/ middle management

Name of the Organisation: _____________________________________

Organization Structure/ Basic organisational form

1. Can you characterize your organizational structure?
   a) □ Functional
   b) □ Divisional
   c) □ Matrix
   d) □ Any other

2. In what way are individual positions, units and so on clustered within your organization unit?
   a) □ By Function
   b) □ By target group
   c) □ By product
   d) □ By service
   e) □ By place
   f) □ By project

3. How many people are employed in your company? ________________________

4. How many levels of hierarchy are there in your organization?
   a) □ Many (Hierarchical)
   b) □ Few (Flat)

5. How does the communication work in this hierarchy?
   a) □ Formal
   b) □ Informal

6. Does your company use any of the following ways of organizing work?
   (1 = 25%, 2 = 25 -50%, 3 = above 50%, 4 = don’t know, 5 = Please to introduce)
   a) □ Quality circles / groups
   b) □ Delegation of responsibility
   c) □ Planned job rotation
   d) □ As per resource availability
   e) □ Integration of functions
   f) □ Specialization
   g) □ Incentives based upon quality of results
**Job Knowledge**

7. What level of job knowledge do your employees have?
   a) □ Outstanding    c) □ Average
   b) □ Above average   d) □ Below average

**Content of the Job / Tasks**

8. Is the content of job changed for the employees during last two years?
   a) □ Work autonomy    d) □ Multi-tasking
   b) □ Specialization    e) □ Weight upon technical qualifications
   c) □ Co –operation with management

**Interchangeability**

9. Employee transferability to other role / job –
   a) □ No interchangeability
   b) □ Low high
   c) □ Complete interchangeability

10. Do employees easily shift in practice from one role to another?
    a) □ Never
    b) □ Not Very often
    c) □ Often

**Decision- making / Empowerment**

11. How does the decision-making within unit/department take place?
    a) □ Centralized    b) □ Empowerment
12. Decision making in your organization –
   a) ☐ Decision making at individual level (Exclusive)
   b) ☐ Participative decision making (Participation)

**Flexibility**

13. Attitude of your employees to new concepts and changes is -
   a) ☐ Constantly drive for change
   b) ☐ Resistance towards change
   c) ☐ Can’t say

14. What is the mindset of employees to acquire additional skills/ Competence as a consequence of organizational change?
   a) ☐ Very Small
   b) ☐ Moderate
   c) ☐ Don’t know

**Vision, Mission and Organizational Contribution to it –**

15. Does the top management share vision of your company with everyone within your unit?
   a) ☐ Always
   b) ☐ On new basis
   c) ☐ Never

16. Is the Mission derived by everyone within your unit?
   a) ☐ Always
   b) ☐ Sometime
   c) ☐ Never
17. Are there different images / ideas about the mission or the image of the organization within your unit?
   a) □ Heterogeneous
   b) □ Homogenous
   c) □ Leadership Profile

18. Do you supervise people in the department / unit?
   a) □ Yes       b) □ No

19. How great importance do your company assign to the following performance parameters of an employee –
   (1 = Great   2 = Very much   3 = Less important   4 = can’t say)
   a) □ Quality of work
   b) □ Quantity of work
   c) □ Timeliness in completing the work
   d) □ Knowledge of the job
   e) □ Ability to make decisions
   f) □ Ability to solve problems
   g) □ Creativity
   h) □ Focus on organisational objectives

20. What do you think Organisational productivity depends on employee performance?
   a) Up to great extent □
   b) Up to some extent □
   c) Not at all □

21. Your company tends to achieve higher productivity through:
   a) □ Innovative methods and processes
   b) □ Creating performance driven culture
   c) □ Developing knowledge sharing culture
   d) □ Introducing new technology
   e) □ Focusing on the development of its workforce
22. How is the employee productivity measured?
   a) In terms of meeting standards □     b) In terms of client’s satisfaction □

   Superior Performance

23. Employees are given a chance to demonstrate superior performance through -
   a) □ Diversity of work
   b) □ Initiative in shouldering newer responsibilities
   c) □ Critical assignments / projects

Knowledge Management

24. Do your employees show willingness to share their knowledge and information?
   a) □ Yes              b) □ No

25. What initiatives your company takes to promote knowledge sharing culture?
   a) □ Reward             c) □ Providing the infrastructure
   b) □ Considering in appraisal

26. How the Knowledge management has been benefiting your company -
   a) Contemporary technologies & processes □  d) Fosters innovation □
   b) Efficient management of information □  e) Increasing productivity □
   c) Increasing customer satisfaction □

27. How do the employees face the competitive business environment?
   a) Through constantly updating knowledge □
   b) Participating in internal / external educational schemes □
Leadership Style

28. Are the employees guided by their leader/manager/superior while achieving their objectives?
   a) ☐ Yes               b) ☐ No

29. How would you characterize style of leading in your organization?
   a) ☐ (task-oriented) mainly directing
   b) ☐ (Instructive) indicating step by step what employees should do, and keep close supervision of the performance.
   c) ☐ (sedation-oriented) mainly collaborating
   d) ☐ (Participative) making decisions together with the employee, and supporting him/her in the task performance
   e) ☐ Consultative
   f) ☐ Declarative
   g) ☐ Combination of one of above

30. How much freedom of action has, in your opinion, an executive within the organization to vary his leadership with regard to directing and collaboration?
   a) ☐ None               d) ☐ Not much
   b) ☐ Little             e) ☐ Much
   c) ☐ Complete

Performance appraisal system at individual level

31. Does your company have performance appraisal system?
   Yes ☐ No ☐

32. Is it applicable to all the employees?
   Yes ☐ No ☐
33. What type of Performance appraisal system your company follows for evaluating the performance of employees?
   a) ☐ 360 degree Feedback  b) ☐ Grading method
   b) ☐ Ranking method  d) ☐ Any other

34. Do you have self – appraisal system for evaluating the performance of employees?
   a) ☐ Yes  b) ☐ No

35. Who appraises the employees?
   a) ☐ Departmental Head/Manager  c) ☐ Any other
   b) ☐ HR manager

36. How frequently the employees are appraised?
   a) ☐ 3 months  c) ☐ Yearly
   b) ☐ 6 months

37. The most significant reasons for using performance appraisal are:
   a) ☐ Payroll & compensation decisions
   b) ☐ Training & development needs
   c) ☐ Identifying the gaps in desired & actual performance
   d) ☐ Deciding future goals and course of action
   e) ☐ Taking decisions regarding promotions, demotions and transfers

**Setting of Standards**

38. How the standards of employee performance are set?
   a) ☐ On the basis of employee past performance
   b) ☐ In alignment with Organisational goals and objectives
39. Are the employees communicated the standards of performance?
   a) ☐ Yes        b) ☐ No

**Communication and co-ordination**

40. How employees are communicated their objectives and job expectations?
   a) ☐ Through e-mail        c) ☐ One to one communication
   b) ☐ Through meeting

41. Who communicates the employees the objectives and expectations?
   a) ☐ Immediate Boss        c) ☐ HR Department
   b) ☐ Manager

42. Please mark the criteria considered while evaluating the performance of your employees in your company.
   a) ☐ Achievement of Objectives        f) ☐ Core competency
   b) ☐ Ability of meeting defined standards        g) ☐ Commitment
   c) ☐ Ability to meet deadlines        h) ☐ Any other
   d) ☐ Output/Result of employees        i) ☐ Knowledge & Skills
   e) ☐ Attitude towards the work        j) ☐ Competency level

43. Are the employees included in the process of setting the work objectives?
   a) ☐ Yes        b) ☐ No

44. Whether the employees discuss the work related problems openly with their superiors?
   a) ☐ Yes        b) ☐ No
45. How the employees are motivated to perform the best of them?
   a) □ Recognition  c) □ Monetary Benefits
   b) □ Growth Opportunities

**Performance Review**

46. How the employees come to know about their performance review (i.e Feedback mechanism)
   a) □ Through Meeting  c) □ Through e-mail
   b) □ One to one communication  d) □ Any other

47. Are the review discussions?
   a) □ Formality  d) □ Sometime Functional
   b) □ Hardly  e) □ Functional
   c) □ Worthwhile

48. If the appraisee has any complaint regarding performance review, how it is resolved?
   a) □ Through One to One Communication  b) □ Formal Procedure

49. How much time is given to an employee to improve his performance?
   a) □ 2 months  c) □ 6 months
   b) □ 3 months  d) □ Can’t Say

**Training and development**

50. What initiatives your company takes to improve the performance of employees?
   a) □ Counseling & Coaching  b) □ Training & Development Programs

51. Who decides the training period of an employee?
   a) □ Employee Manager  c) □ Immediate boss
   b) □ HR Manager
52. After going through training if there is no improvement in the performance of employees whether employee is being sacked out?
   a) □ Yes b) □ No

53. Are your employees being regularly trained to fulfil the objectives of company in changing situation?
   a) □ s b) □ No

54. Training mainly dealt with?
   a) □ Strategy, Market and Costumes Conditions e) □ Quality Management
   b) □ New Technology f) □ Demands
   c) □ Communication, Co-operation etc. g) □ Leadership Development
   d) □ Working Environment h) □ Others

55. Do you have any system of taking the feedback of training programmes?
   a) □ Yes b) □ No

56. Does your company provide any training programme to those who frame the Performance appraisal System for employees?
   a) □ Yes b) □ No

**Rewards/ Compensation/ Incentives**

57. How does your company reward any employee for the best performance?
   a) □ Increments d) □ Awards
   b) □ Increase in Pay e) □ Gifts
   c) □ Promotion f) □ Any other

58. Do you think the recognition of one’s performance in any of the ways mentioned above motivates the work performance of the employees?
   a) □ Yes b) □ No
Performance appraisal system for group/team

59. Does your company follow any group/team appraisal system?
   a) ☐ Yes  b) ☐ No

60. What are the factors considered while appraising the performance of a team?
   a) ☐ Project Excellence  d) ☐ Duration of the Project
   b) ☐ Team Work  e) ☐ Any Other
   c) ☐ Co-ordination Among the Team Members

61. Who evaluates the performance of the members in a team?
   a) ☐ Project Manager/Team Leader  c) ☐ Peers
   b) ☐ Project Development Managers  d) ☐ Any Other

62. How the project managers are communicated the goals or objectives of the project?
   a) ☐ Higher Management  b) ☐ Immediate Boss

Promotion Policy

63. What do you think does the policy of granting promotion to those who perform the best increases the employee’s efficiency?
   a) ☐ Yes  b) ☐ No

64. According to you the impact of promotion policy on employee’s motivation level is:
   a) ☐ Very High  d) ☐ Low
   b) ☐ High  e) ☐ Very Low
   c) ☐ Moderate
65. What are the basics of promotion policy in your company?
   a) ☐ Result/output           c) ☐ Competency
   b) ☐ Work Experience/Seniority d) ☐ Performance

66. After being promoted if the employee is found performing average/poor, do your company demotes that employee?
   a) ☐ Yes                     b) ☐ No

67. Whether you company has ever sacked out the employees on the ground of poor performance?
   a) ☐ Yes                     b) ☐ No

68. According to you, Performance appraisal system of your company is :
   a) ☐ Effective               b) ☐ Defective
   If defective, please mention the defects ________________________________

69. In your opinion, are your employees happy with your existing performance appraisal system?
   a) ☐ Yes                     b) ☐ No

70. Rank the following factors which result in high performance of employees:
   (Ranking: 10 highest, 1 lowest)
   a) ☐ Effective Leadership   e) ☐ Working conditions
   b) ☐ Extensive Communication f) ☐ Job satisfaction
   c) ☐ Organizational Culture g) ☐ Commitment
   d) ☐ Effective P.A. system  h) ☐ Management Style
HRM

71. To what extent does the company use the following possibilities to ensure that the employees are in accordance with the needs of the company?
   {Indicate degree of importance: 1= High; 2 = some; 3= small; 4= not at all}
   a) ☐ By recruitment
   b) ☐ By rotation of job
   c) ☐ By regulation of working time (i.e. overtime, distribution of work etc.)
   e) ☐ By dismissal
   f) ☐ Any other measure

72. How important is it for the company’s competitiveness that the employees continuously develop their skills?
   a) ☐ Great
   b) ☐ Some
   c) ☐ None
   d) ☐ Don’t know

Innovation

73. Is there any change in Business model of your company in last one / two years?
   a) ☐ Great
   b) ☐ Moderate
   c) ☐ Small
   d) ☐ No change

74. Are your business processes have gone through changes in last one / two years?
   a) ☐ Great
   b) ☐ Moderate
   c) ☐ Small

75. Do your employees try to introduce innovative ideas, concepts while performing given task?
   a) ☐ Always
   b) ☐ Sometimes
   c) ☐ Don’t know

76. What is the core competence of organization?
   a) ☐ Great value to customers
   b) ☐ Unique Business Model
   c) ☐ Human Values.
77. Focus of the organisation
   a) □ Short term
   b) □ Medium term
   c) □ Long Term

78. Closed open organisation
   a) □ Dominance of Process (means oriented)
   b) □ Product – push (Technology push)
   c) □ Dominance of Product (Product oriented)

79. HR Performance drivers
   a) □ Goal oriented performance
   b) □ Self - motivated performance
   c) □ Self - commitment
   d) □ Working for career aspirations
   e) □ Working for value creation of the company

80. What is the policy for talent retention & attrition control?
   a) □ Hike in pay
   b) □ Employee empowerment
   c) □ Growth opportunities
   d) □ Any other

**Respondent’s profile:**

Name of the Respondent:

Name of the Company:

Designation:

Contact No. ________________________________________________

Email ID: _________________________________________________
Appendix B

Questionnaire for Empirical Study

Questionnaire for employees at the junior level / bottom level of Management (apraisee)

(Please Tick the option which ever is applicable)

1. Since how long you are working with the present company?
   a) Less than a year  
   b) One year  
   c) Two years  
   d) More than two years

   I) Performance appraisal

2. Which of the following Performance Appraisal method is followed in your company?
   a) Ranking method  
   b) 360 degree appraisal method  
   c) Peer appraisal method  
   d) Self-appraisal method  
   e) Group appraisal method

3. Performance review is done to:
   a) Reward the work done  
   b) Formality  
   c) Giving appropriate feedback  
   d) All of the above  
   e) Any other

4. Who appraises your performance?
   a) Project Manager  
   b) Immediate boss  
   c) Supervisor  
   d) Manager  
   e) Any other
5. How frequently your performance is appraised?
   a) once in a three months □
   b) once in a six months □
   c) Annually □
   d) As per requirement □

6. What criterias are considered for evaluating your performance?
   a) Subject knowledge & Skills □
   b) Competency □
   c) Ability to complete given task within time □
   d) Output/ Result □
   e) Any other □

(If not of the above, please mention the criterias considered for evaluating your performance)

7. Would you like to suggest any changes regarding the criterias which are used for evaluating your performance?
   If yes, Please specify:
   ______________________________________________________________

8. How employees are communicated their objectives and job expectations?
   a) Through e-mail □
   b) Through meeting □
   c) One to one communication □
   d) or any other system □

9. Who communicates the employees the objectives and expectations?
   a) Immediate Boss □
   b) HR Department □
   c) Employee Manager □

10. How do you come to know about your performance review (i.e. Feedback Mechanism)?
    a) Through Meeting □
    b) One to one communication □
    c) Through e-mail □
11 Please rate the following aspects of your performance appraisal system (From 1 to 5, 1 = poor, 5 = best)
   a) Process of communicating performance standards  
   b) Feedback Mechanism  
   c) Performance review process  
   d) Clarity of performance appraisal system  
   e) Transparency in Performance Appraisal  

12 How many times you have gone through performance reviews during last two years?
   a) Not yet  
   b) One time  
   c) Two times  
   d) More than two times  

13. How do you narrate your experiences about performance appraisal?
   a) Very good  
   b) Good  
   c) Bad  
   d) Can’t say  

14. Did you ever have any complaint regarding your performance review?
   a) Yes  
   b) No  
   If yes, they had been resolved: fully  
   partially  
   never  

15. Does your company provide any training programme to the employees who need improvement in their performance?
   a) Yes  
   b) No  

16. How far these initiatives help an employee to improve the performance?
   a) Up to great extent  
   b) Up to some extent  
   c) Not at all  

17. Do you think there should be change in the training programmes imparted to employees for improving their performance?

a) Yes □  b) No □

If yes, please specify ________________________________________________

18. After the performance review of an employee, the period which is given for improving performance is?

a) Moderate □  c) Very less □

b) Less □

c) Moderate □  c) Very less □

b) Less □

19. In which of the following ways your company rewards the best performers?

a) Increase in pay □  d) Promotion □

b) Incentives □  e) Any other □

c) Gifts □

20. Do you think these rewards motivate the employees to accomplish their objectives?

a) Yes □  b) No □

If not, please justify ________________________________________________

21. If it is found that particular employee is not performing well, what steps your company takes in this regard?

a) Counseling □

b) Training & development programmes □

c) Layoff □

d) Any other □

22. According to you what is important for high performance?

a) Work culture □  e) Superior – subordinate relationship □

b) Effective leadership □  f) Extensive communication □

c) Performance appraisal system □  g) Self-motivation □

d) Effective reward mechanism □
23. According to you, performance appraisal system of your company is:
   a) Effective ☐  b) Defective ☐

   If defective, please mention the defects ________________________________

24. Does your company consider ‘performance’ as one of the important factors for promoting the employees?
   a) Yes ☐  b) No ☐

25. How many promotions you have received in last two years?
   Please specify ________________________________

26. How much do you agree that following leads to the promotion?
   a) Performance :
      i) Strongly disagree
      ii) Disagree
      iii) Neither agrees nor disagrees
      iv) Agree
      v) Strongly agree

   b) Length of service :
      i) Strongly disagree
      ii) Disagree
      iii) Neither agrees nor disagrees
      iv) Agree
      v) Strongly agree

   c) Seniority :
      i) Strongly disagree
      ii) Disagree
      iii) Neither agree nor disagree
      iv) Agree
      v) Strongly agree

27. According to you, your job knowledge and skills are:
   a) Excellent ☐  d) Average ☐
   b) Very good ☐  e) Poor ☐
   c) Good ☐
28. How do you rate your ability to meet set performance objectives?
   a) Excellent ☐     d) Average ☐
   b) Very good ☐     e) Poor ☐
   c) Good ☐

29. How do you rate your ability to meet deadlines?
   a) Excellent ☐     d) Average ☐
   b) Very good ☐     e) Poor ☐
   c) Good ☐

30. Do you respond to expressed needs and requirements of the job?
   a) Always prompt ☐     c) depends upon the situation ☐
   b) Sometimes prompt ☐

31. According to you what is your quality of work?
   a) Excellent ☐     d) Average ☐
   b) Very good ☐     e) Poor ☐
   C) Good ☐

32. How do you rate your team work?
   a) Excellent ☐     d) Average ☐
   b) Very good ☐     e) Poor ☐
   c) Good ☐

33. What do you think about your timely deliverance of output?
   a) On the time ☐     c) Exceeds the time limit ☐
   b) Before the time ☐
II) Promotion Policy

34. What are the basics of Promotion Policy in your company?
   a) Result / Output □
   b) Competency □
   c) Work experience / seniority □
   d) Performance □

35. What is your opinion towards promotion policy of your company?
   a) Adequate □
   b) Inadequate □
   c) Requires some changes □

36. What changes you would like to recommend in promotion policy of your company?
   _______________________________________________________
   _______________________________________________________

37. What do you think is there any linkage between performance appraisal and promotion?
   Yes □ No □
   If yes, please specify __________________________________________

Name of the Respondent: _______________________________________
Name of the Company: _______________________________________
Job Profile: ___________________________ Contact No. _______________
Appendix- C

Interview Schedule:

The interviews were done with the officers working at the Top Management Level to know the strong and weak points about the particular ITES Company. The interviews generally covered the following dominant parameters:

- Organisational structure
- Training and development
- Acceptance of change
- Focus commitment and crisis management
- Infrastructural development
- Leadership style
- Employee motivation – Self motivation
- Employees working for incentives
- Innovation
- Strategic flexibility and interchangeability
- Work culture
- Tolerance for ambiguity
- Productivity management
- Product/ service based
- Core competence
- Performance appraisal system
- Promotion policy
- Quality Management
- Talent retention/ talent attraction policy
- Employee welfare
- IT aspirations
- Customer focus

The main traits/determinants discussed on continuum scale are:
i) Training & Development

Low

High

ii) Acceptance of change

Rigid

Adaptable

iii) Focus Commitment and crisis management

Low

High

iv) Infrastructural development

Low

High

v) Leadership style

Instructive

Participative/ Delegative

vi) Employee motivation – Self Motivation

Low

High

vii) Employees working for incentives

Low

High

viii) Strategic Flexibility and Interchangeability

Low

High

ix) Innovation

Low

High
x) Work culture

Less  More

xi) Tolerance for ambiguity

Less  More

xii) Productivity management

Routine  Craft

xiii) Crisis Management

Routine  Craft

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