## APPENDIX I

### Pilot Study

### Employee Engagement Questionnaire

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Almost never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

1. ________ At my work I feel Bursting with Energy. (Vigor)
2. ________ At my job I feel strong and vigorous. (Vigor)
3. ________ I am Enthusiastic about my job. (Dedication)
4. ________ My job inspires me. (Dedication)
5. ________ When I get up in the morning I feel like going to work. (Vigor)
6. ________ I feel happy when I am working intensely. (Absorption)
7. ________ I am proud of the work that I do. (Dedication)
8. ________ I am immersed in my work. (Absorption)
9. ________ I get carried away when I am working. (Absorption)
APPENDIX II

Pilot Study

Performance Management Questionnaire

Rate the following questions on a scale of 1-5, where 5 is strongly agree and 1 is strongly disagree

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
</tbody>
</table>

10. There are clear performance criteria outlined for my job

11. Individual Support for setting Quality goals (measurable, attainable, challenging etc) is provided

12. Overall, I have a good understanding of what I am supposed to be doing in my job.

13. I am kept well informed about changes in the organization that affect my work group.

14. My work group makes efficient use of its resources, time, and budget.

15. In my work group, meetings are focused and efficient.

16. I receive feedback on my performance

17. I am given recognition for my contributions

18. In my work group, my ideas and opinions are appreciated

19. I get sufficient feedback about how well I am doing.

20. People in my work group understand and respect the things that make me unique.

21. In my work group, people are held accountable for low performance.

22. I think mentors are a positive influence on an individual's ability to succeed in business
23. Mentoring is necessary at the early stages of an individual’s career but is less helpful afterwards

24. Mentors are vital and necessary to achieve long term goals and objectives in professional development

25. I think mentors provide an opportunity to ensure strong career satisfaction.

26. Mentoring provides mentees with an awareness of their prospective tasks and areas of responsibility.

27. Career advice is an important factor in a mentor/mentee relationship

28. New areas about work is an important factor in a mentor/mentee relationship

29. Networking opportunities is an important factor in a mentor/mentee relationship

30. Obtaining promotion/salary raises is an important factor in a mentor/mentee relationship

31. Personal problems is an important factor in a mentor/mentee relationship

32. At my workplace I have opportunities to develop further skills in my career

33. My job provides me with chances to grow and develop

34. In my work group, people try to pick up new skills and knowledge

35. In my work group, people are assigned tasks that allow them to use their best skills

36. The objective of individual development plans is to develop a well rounded person

37. Individual Development Plans help to capitalize on each persons ability to learn to be competent in almost anything

38. Individual development plans brings out the persons unique talents and hone them with additional knowledge and skills

39. Individual Development Plans develop the needed competencies for that position
APPENDIX III
Experience Survey
Unstructured Interview Schedule

Unstructured Interview Schedule Questions:

1. What is the process of conducting performance evaluation of your employees?
2. What is the process of setting goals for employees?
3. Does the company follow any formal mentoring programs for its employees?
APPENDIX IV

Final Study

Questionnaire

Date:
Re: Questionnaire for Doctorate program.

Dear Sir/Madam,

Greetings!

I am working as Faculty in Sasmira’s Institute of Management Studies and Research and also doing my doctorate program from S.N.D.T University. My topic is “Performance Management System and its relationship with Employee Engagement in Service Industry”. Industry Professionals from companies in the service industry have to be interviewed for the fulfilment of my thesis.

Declaration: This study will not be used directly or indirectly for commercial purpose and information will not be shared with any commercial organisation, this information will only be used for the academic analysis and completion of my thesis. It should not be used for any commercial purpose by the companies.

I hereby request you to please give me max 10 minutes appointment face to face or over the phone as per you convenience.

The items on Employee Engagement and Performance Management scales are listed as follows:
Part 1

Utrecht Work Engagement Scale

Designation:

Duration of Employment in present organization:

Industry:

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way. Give your opinion on the following statement on a scale of 1-6 where 6 represents always and 0 as Never.

Never   Almost never   Rarely   Sometimes   Often   Very often   Always
0       1              2        3          4       5          6

1. _________ At my work I feel Bursting with Energy.
2. _________ At my job I feel strong and vigorous.
3. _________ I am Enthusiastic about my job.
4. _________ My job inspires me.
5. _________ When I get up in the morning I feel like going to work.
6. _________ I feel happy when I am working intensely.
7. _________ I am proud of the work that I do.
8. _________ I am immersed in my work.
9. _________ I get carried away when I am working.
Part 2

Performance Management Questionnaire

Rate the following questions on a scale of 1-5, where 5 is strongly agree and 1 is strongly disagree.

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<th>Neutral</th>
<th>Agree</th>
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</table>

1. There are clear performance criteria outlined for my job.
2. Individual Support for setting Quality goals (measurable, attainable, challenging etc) is provided.
3. Overall, I have a good understanding of what I am supposed to be doing in my job.
4. I am kept well informed about changes in the organization that affect my work group.
5. My work group makes efficient use of its resources, time, and budget.
6. In my work group, meetings are focused and efficient.
7. I receive feedback on my performance.
8. I am given recognition for my contributions.
9. In my work group, my ideas and opinions are appreciated.
10. I get sufficient feedback about how well I am doing.
11. People in my work group understand and respect the things that make me unique.

Give your opinion/Experience on the following statements on a scale of 1-5 where 1 is strongly disagree and 5 is strongly agree.

12. I think mentors are a positive influence on an individual's ability to succeed in business.
13. Mentors are vital and necessary to achieve long term goals and objectives in professional development

14. Mentoring provides mentees with an awareness of their prospective tasks and areas of responsibility.

15. Career advice is an important factor in a mentor/mentee relationship

16. New areas about work is an important factor in a mentor/mentee relationship

17. Obtaining promotion/salary raises is an important factor in a mentor/mentee relationship

18. At my workplace I have opportunities to develop further skills in my career

19. My job provides me with chances to grow and develop

20. In my work group, people try to pick up new skills and knowledge

Thanks for your co-operation,

Best regards

SapnaMalhotra

(Ph: 9224301895)
APPENDIX V

List of Companies which Participated in the Research

1. Union Bank of India
2. Bank of Baroda
3. Axis Bank
4. Bonanza Online
5. ACK Capital
6. Avhan Technologies
7. Robosoft
8. Ansh Systems Pvt Ltd
9. ITC
APPENDIX VI

Performance Development Plan Format

Employee Name:

Position:

Department:

Reason for Evaluation: Quarterly / Other? __________________________

Job Description:

**Performance Goals:**

List the employee's most important work performance goals for the quarter.

Specific Duty / Goal / Tools Needed for Goal / Completion Date

Additional Tools or Training Needed:

Discussion and Measurement:

**Personal and Professional Developmental Goals:**

List the employee's most important personal and professional developmental goals for the quarter.

Specific Goal / How will we know it is being achieved? / Tools Needed for Goal / Completion Date

Additional Tools or Training Needed:

Discussion and Measurement:

Employee Comments:

Employee Suggestions for Supervisor or Departmental Development:

Date for Next Development Meeting: (Schedule quarterly.)

Employee’s Signature: Date:

Supervisor’s Signature: Date: