Appendix

Questionnaire

Effectiveness of Performance Appraisal System in the Indian Railways:
A Study

Data will be kept confidential & will be used for academic purposes only.

1. Demographic information:

1.1. Your category in the organization: Gr. A Gr. B Gr. C- Supervisor

1.2. Number of years completed in the organization:

1.3. Your age (in years):

1.4. Your gender: a) male b) female

1.5. Your Education level: a) Graduate b) Post graduate/professional

2. State your opinion about the Performance Appraisal System and the stakeholders on the following issues.

2.1. Provides complete feedback given by all the raters in a comprehensive format, explaining why a particular grade is given.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.2. Takes necessary steps to rectify the weakness and take corrective measures of employees.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.3. Gives reward for excellence in performance in financial/ non-financial terms.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree
2.4. Motivates towards higher performance.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.5. Motivates to achieve attractive monetary reward related with performance.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.6. Allows the ratees to share their opinion relating to their job while giving feedback.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.7. Acts as an effective communication tool between superior and subordinates.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.8. Helps to improve superior-subordinate working relationship.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.9. Record of performance throughout the year is maintained for documentation and recognition of performance.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2.10. I understand the purpose of performance appraisal.

1 2 3 4 5
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree
2.11. I understand evaluation standard based on which evaluation is made.

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2.12. Performance appraisal is based on factors specifically related with job.

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2.13. Performance appraisal is based on all aspects of job, not just a selected few.

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2.14. Raters have good knowledge of ratees’ performance.

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2.15. Raters have knowledge about appraisal methodology.

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2.16. Raters spend sufficient time on appraisal interview while discussing performance feedback.

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2.17. Raters are open and honest in discussing the performance with employees.

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3. Please state your perceptions about the performance appraisal errors that may arise in this evaluation system. If you believe this system is completely free from following errors then say “Don’t know”.

3.1. How many raters have tendencies to view affirmatively all behaviors or actions of a subordinate if he likes a particular behavior or action of that subordinate?

1 2 3 4 5

Don’t know none of them some of them most of them all of them

3.2. How many raters have tendencies to view negatively all behaviors or actions of a subordinate if he dislikes a particular behavior or action of that subordinate?

1 2 3 4 5

Don’t know none of them some of them most of them all of them

3.3. How many raters consider the performance/behaviors just before the evaluation time?

1 2 3 4 5

Don’t know none of them some of them most of them all of them

3.4. How many ratees have tendencies to spare more effort just before the evaluation time instead of the whole year to get higher grading?

1 2 3 4 5

Don’t know none of them some of them most of them all of them

3.5. How many raters are “tight raters” having tendency to give lower grade than the deserving grade?

1 2 3 4 5

Don’t know none of them some of them most of them all of them
3.6. How many raters are “loose raters” having tendency to give higher grade than the deserving grade?

1  2  3  4  5

Don’t know none of them some of them most of them all of them

3.7. How many raters have tendencies to give “average grade” i.e. neither very good nor very poor for most ratees?

1  2  3  4  5

Don’t know none of them some of them most of them all of them

3.8. How many raters have tendencies to give better rating to those subordinates similar to themselves in behaviors, tastes and tendencies?

1  2  3  4  5

Don’t know none of them some of them most of them all of them

3.9. How many ratees have tendencies to demonstrate such behaviors hiding the others, which will match the raters’ behaviors, tastes and tendencies to get higher grade?

1  2  3  4  5

Don’t know none of them some of them most of them all of them

4. Based on your experience, what could be done to improve the effectiveness of the formal appraisal process?