Chapter-II

"The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind".

------ William James

REVIEW OF LITERATURE & METHODOLOGY
A major paradigm shift occurred in appraisal research during the 1980s with the ‘cognitive revolution’. Cognitive models of the rating process were proposed which attempted to explicate the cognitive pressures of performance raters. The central premise of these models is that the rater is an information processor and as such may experience breakdowns in rater cognitive processing (such as failure to recall ratee performance information at the time of rating). Moreover, an assumption of these models is that we can maximize the quality of our performance measurements if we design rating formats (e.g., behavioural diaries) and training programs (e.g., Frame-of-reference training) which attempt to mitigate against these potential processing breakdowns.

Much of the research in the previous decade examined various predictions emanating from various cognitive models. However, the emphasis upon cognitive processing was met with some criticism. For instance, it is pointed out that cognitive processing models do not take into account rater motivation to rate performance accurately – an important factor contributing to rating variance. Not surprisingly, beginning in the mid-to-late 1980s, there was an upsurge of interest in motivational variables which may underlie rating behaviour. Currently, both cognitive and motivational variables are now being integrated into models of rating behaviour.

One area of research in the domain of rater training which has focussed on the need for raters is to have a common theory of work performance i.e., Frame-of-reference (FOR) training. FOR training provides raters with a common theory of work performance specifying:

- the relevant dimensions of work performance;
- which ratee behaviours are relevant to which performance dimensions and
- the effectiveness levels of alternative behaviours.

FOR research has consistently shown that the training leads to statistically and practically significant enhancements in rating accuracy.
In total, a theory of work performance should ideally include (a) the relevant dimensions (where some dimensions may refer to in-role behaviour and others refer to extra-role behaviours), (b) the performance expectations or standards which specify the behaviours indicative of alternative levels of performance, and (c) how situational constraints on performance should be weighted and factored into evaluations. Situational constraints refer to aspects of the immediate work situation that impact on performance. As of yet, situational constraints have not been adequately examined in the appraisal literature. Clearly, raters often factor situational information into their evaluations, such as inadequate support, illness, or equipment breakdowns. The impact of situational constraint variables, as well as how performance raters should process and employ this information, however, needs to be included in any comprehensive work performance theory.

2.1 Review of Literature

Basing on the findings of the different research centres as well as his own findings for the Life Insurance Agency Management Association, Rensis Likert\textsuperscript{1} (1961) described five conditions of effective supervisory behaviour.

1. \textit{Principle of supportive relations}: The leadership and other processes of the organization must be such as to ensure a maximum probability that in his interactions and his relationships with the organization, each member will, in the light of his background, values and expectations, view the experience as supportive and as one that builds and maintains his sense of personal worth and importance.

2. \textit{Group methods of supervision}: Management will make full use of the potential capacities of its human resources only when each person in an organization is a member of one or more effectively functioning work groups that have a high degree of group loyalty, effective skills of interaction and high performance goals.

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3. **High performance goals**: If a high level of performance is to be achieved, it appears to be necessary for a supervisory to be employee-centred, and at the same time to have high performance goals and a contagious enthusiasm as to the importance of achieving these goals.

4. **Technical knowledge**: The (effective) leader has adequate competence to handle the technical problems faced by his group, or he sees that access to this technical knowledge is fully provided.

5. **Coordinating, scheduling & planning**: The leader fully reflects and effectively represents the views, goals, values and decisions of his group in those other groups where he is performing the function of linking his group to the rest of the organization. He brings to the group of which he is the leader the views, goals and decisions of those other groups. In this way, he provides a linkage whereby communication and the exercise of influence can be performed in both directions.

Meltzer and Salter's (1962) compared the job performances of the individuals working in companies with tall and flat structures. The results indicated significant trends only in large companies. Even in the large companies the trend was in the direction of greater productivity in tall than in flat companies. Bennis (1962), examining the criteria for measurement of output and satisfaction in organizational context, felt that inferences about the effectiveness have to be made not from static measures of output but of the processes through which the organizational efficiency or satisfaction can provide valid indicators of organizational health.

Joseph (1962) reported that after careful analysis of different successful executive programmes at many leading companies, the Pennsylvania Railroad installed its formal supervisory appraisal programme. The appraisal form include about 11 items relating to personality traits as well as performance ability. Performance on each of the

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items in the appraisal form was rated on 3-point scale. Later the same was replaced by a 4-point scale. Joseph drew the following conclusions from his experience of managerial appraisals.

- The appraisal system could bring to light the personnel with growth potential;
- The review of appraisals enabled the employees to inculcate knowledge about the plans; and
- The training needs could be uncovered.

According to Coleman\(^5\) (1965), the results oriented appraisal which is being practised in many organisations today, falls short of its dual purpose to improve present performance and stimulate individual development. The author suggested that the shortcomings can be overcome through a programme specifically designed, (1) to make appraisal part and parcel of the total management process; (2) to improve goal setting and encourage managers to counsel their subordinates on a planned systematic basis; and (3) to aid the line on the complex problem of evaluating the personal qualities and advancement potential by providing skilled staff assistance.

Meyer\(^6\) (1965) conducted an intensive study of the process at the General Electric Company to test the effectiveness of the traditional performance appraisal programme. The annual Performance Appraisal programme in this organization is designed to justify the recommended salary action, and to determine the performance improvement plans. The researchers asked the managers to split the appraisal interview into two sessions to discuss separately. To test the effects of participation, the managers are divided into high and low participation approach groups. The experimental group consists of 92 appraises representing a cross section of the exempt salaried employees. This group was interviewed both before and after the salary action interview. Outsiders who are trained for the purpose of this study have acted as observers.


Thus, the findings and the conclusions drawn at the end of the experiment state that comprehensive annual performance appraisals are of questionable value. Managers efforts to motivate the subordinate to improve his performance may not be fruitful. The praise tended to have no effect while criticism leads to defensive reactions which were essentially denials of responsibility for poor performance. Goal setting, not criticism, should be used to improve performance. One of the most significant findings of the experiment was that, superior results were achieved when the manager and the appraisee together set the specific goals to be achieved. Frequent reviews of progress provide natural opportunities to discuss about the performance improvement. It is unrealistic to expect a single appraisal programme to achieve all the needs. Hence, the study indicated the need for holding separate appraisals for different purposes.

Valentine's\(^7\) (1966) study explored the need for setting up of performance goals by executives and managers. The process includes among others an agreement on hierarchy or objectives and criteria for evaluating the performance between the manager and supervisor. Lawler and Porter\(^8\) (1967) investigated the relationship between managerial need satisfaction and job performance. Performance measures of 148 middle and lower level managers of five different organisations were obtained through ratings by superiors and peers. It was observed that need satisfaction was related to both the measures of performance significantly.

El Salmi and Cummings\(^9\) (1968) contended that job level tends to have some moderating influence on the relationship between organizational structure and job satisfaction. The hypothesis was tested over 425 managers of different organisations. It was found that tall structures produce more job satisfaction than flat and intermediate structures at top levels of management. Thus, the lower managerial cadre could get more satisfaction under flat and intermediate structures when compared to tall ones. A study of


2,976 managers by Porter and Siegel\(^{10}\) (1965) revealed that organizational size is also an important variable in determining job satisfaction. In smaller organizations (below 5,000 employees) flat structure is provide greater job contentment.

Cram\(^{11}\) (1970) grouped the 228 employees of an isolated mining company into successful and unsuccessful categories on the basis of their performance. The analysis indicated that successful and unsuccessful performance on the job did not point at any relation with fulfilment of higher order needs like autonomy and self-actualization. Lazar’s\(^{12}\) (1971) data on 64 managers, 131 engineers and 34 technicians of a large research and development organization, concluded that overall job satisfaction and performance are not associated with need fulfilment alone.

Role conflict was measured by using the Rizzo\(^{13}\) (1970) scale which contains general as well as specific measures of role conflict. The results of the study indicated that persons having role sets configured with high levels of organizational distance. Role senders experience greater role conflict, when compared to those possessing role sets characterised by low levels of organizational distance. Miles drew the sample from nine research and development organizations, has shown that the role conflict experienced by focal person is a function of the extent of integration and boundary spanning requirements, and to a lesser extent the supervisory role requirements.

Borman and Dunnette\(^{14}\) (1975) made an empirical study to assess the relative contributions of behaviour based ratings versus trait based performance ratings. One of the important observations of the study is that Halo errors are decreased because of

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specified performance dimensions more exacting definitions to performance levels. Patz\textsuperscript{15} (1975) reported that managers tend to view performance appraisal as an enconced but troublesome presence. Interviews with 70 executives revealed political and interpersonal problems as well as difficulties in collecting and analysing the data. Yet performance appraisal is still useful and plays a pivotal role in evaluating and developing managerial potential.

Renwick\textsuperscript{16} (1975) attempted to identify the topics which frequently figure in superior-subordinate conflict using the Employee Conflict Inventory. Two hundred and forty one employees from two large manufacturing firms constituted the sample. The results show that no topic figured consistently, as the subject matter of conflict. Thus, organizational policies and procedures appear to be more frequent issues of conflict when compared to others. Johnson and Stinson\textsuperscript{17} (1975) studied the moderating effects of the need for achievement and the need for independence on the relationship between role performance and job satisfaction. The study was conducted on 90 military officers and civil personnel engaged in administrative work. The negative relationship between the variables shows that they are not moderated by the two needs.

Keller\textsuperscript{18} (1976) investigated the relationship between boundary spanning activity and role conflict. Their study on the sample of 192 personnel includes 93 top and middle managers, 48 engineers and 33 first level supervisors. The findings did not provide support to the contention that there exists a positive relationship between role conflict and boundary spanning activity. Thus, at supervisor level boundary spanning activity is observed to have a positive influence on role conflict.


Richard A. Morano\(^9\) (1976) felt that the typical performance appraisal system may actually do more harm than good and may not have motivating effect. He criticised the universal criteria which are often used to assess every worker in an organization despite diversity in job structures and job functions. The supervisor virtually holds the future of employees and with one appraisal he can make or break them. Since performance criteria and standards are inversely related to mutual trust between supervisor and subordinate.

Silverman and Menessa\(^{20}\) (1976) concluded that in bureaucracies with a plethora of imaginary constraints, the employee appraisal system reaches the ultimate in unfitness. Afraid of documentation, the manager resorts to abstract measurement terms which would make no sense in terms of situational realities. They felt arbitrary performance ratings and assessment system as the roots for employee dissatisfaction.

Rogers and Molnar\(^{21}\) (1976) examined the inter-organizational relationships as well as intra-organization characteristics in relation to different role interaction process. Organisational programmes, accountability, administrative autonomy and formalisation were some of the variables of the study. The study concluded that role behaviours of top level administrators can be predicted by inter-organizational variables. Craig’s\(^{22}\) (1977) examination of multiple ratings includes evaluations by a combination of supervisors, peers, and self-ratings. The advantages of multiple ratings listed include (1) generating a larger data base, (2) identifying extreme or out-of-line ratings, and (3) performance assessment from a variety of vantage points.

Schuler\(^{23}\) (1977) noted that the importance of communication, feedback and information on the relationships between role performance, role evaluation and employee

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satisfaction. The study was conducted on a sample of 391 employees from a large manufacturing firm. The sample included three organizational levels: 74 higher levels, 153 middle levels and 94 lower levels. By determining the performance of the employees in the sample from the rankings given by peers and supervisors, the study found a significant variance in performance when the employees are allowed to participate in decision-making. Employee’s satisfaction is high when they are at lower levels of role conflict.

Locher’s \(^{24}\) (1977) study of 216 organizations found that in 99 per cent of the cases appraisals were made by the employee’s immediate supervisor, and that in 78 per cent of the cases the supervisor had sole responsibility. Baird’s \(^{25}\) (1977) observations revealed that there is a substantial divergence between the results of self-ratings and the evaluations by supervisors. Employees with high self-esteem tend to rate themselves higher than what their supervisors would.

Lot of research is done to evolve the Behaviourally Anchored Rating Scales (BARS). Schneier and Beatty \(^{26}\) (1979) illustrated through their case study how BARS and MBO are integrated in a large organization. The study demonstrated how BARS focus on the desired behaviours when applied to MBO and lead the employees to accomplish their goals. BARS enabled raters to point out the strengths and weaknesses and provide feedback to rates both during and after the evaluation period.

According to Derick Rosabeth \(^{27}\) (1980), appraisals have been cited to range from official, prescribed meetings between an evaluator and evaluate to causal, change occasions where an evaluator observed work activities and indicated his or her assessment with an informal comment. The main emphasis of this study has been the use of performance appraisal as a tool for employee development. One of the major problems


with performance appraisal has been the purpose which performance appraisal has been used. The study has examined the use of performance appraisal as an instrument of appraisal, which could be related to the development of personnel. The study also examined the use of performance appraisal for communicating expectations of both the organization and the employee. Benefits of communicating with each other were noted.

In the past few years a considerable amount of research attention has been devoted to the topic of 360-degree feedback (Dunnette\(^2\), 1993). Actually, the concept of 360-degree feedback is simple - performance data is collected from numerous sources which may include self, peer, customer, and even subordinate performance ratings. The intent is to obtain a number of independent assessments with the goal of obtaining a more complete portrait of an individual’s performance than would otherwise be available (London & Smither\(^3\), 1995).

Robotham and Jubb\(^4\) (1997) raise the question as to whether the competence approach to measuring the performance of managers is the most appropriate, despite its wide use. They focus on the difference between managerial effectiveness and effective management. Longenecker\(^5\) (1997) also questions the effectiveness of performance appraisal for managers identifying ten main causes of failure, which include unclear performance criteria, a poor working relationship with the boss etc.

The important set of approaches of describing leadership is given by Kouzes and Posner\(^6\) (1995) who identified five fundamental practices of exemplary leadership. They are:


1. **Challenge the process** (i.e. challenge the status quo);

2. **Inspire a shared vision** (i.e. have a vision for the future which is shared by everyone);

3. **Enable others to act** (i.e. the ability to make others follow him);

4. **Model the way** (i.e. leaders practice what they preach thereby showing an example to others); and

5. **Encourage the heart** (i.e. the ability to carry on even with challenges and hurdles).

Such attributes are essential even in the implementation of reforms such as performance appraisal. As Lawler III\(^3\) (2001) has expressed “without leadership at the top, and a senior management group that models good performance appraisal behaviour, it is impossible to have an effective performance management system”. Therefore, the leader’s disposition and contribution towards the appraisal system can play a vital role in the success of the appraisal system.

In the research conducted by Blunt and Jones\(^4\) (1997), they made a comparison of a number of elements of the Western ‘ideal’ leadership with East Asian and African paradigms. The fours dimensions that were used are:

1. Influences on leadership practices;

2. Managing authority;

3. Managing uncertainty and

4. Managing relationships.

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For instance, they described the East Asian leadership on the first dimension as "maintenance of harmony fundamental; attention to social networks; consensus valued; respect for seniority, age, experience; expectation that managerial authority will be exercised with moderation". This dimension along with the other three dimensions shall be used to analyze the leadership in the context to determine how and whether it influences the effectiveness of the appraisal system.

According to Van Wart (2003), "effective leadership provides higher-quality and more efficient goods and services; it provides a sense of cohesiveness, personal development, and higher levels of satisfaction among those conducting the work; and it provides an overarching sense of direction and vision, an alignment with the environment, a healthy mechanism for innovation and creativity, and a resource for invigorating the organizational culture". For successful institutionalization of the appraisal system, such leadership attributes can play a pivotal role in mobilizing and gaining the support of the staff members.

When the leaders are able to command the desired behaviour from organizational members, organizational goals and targets can be achieved in a more effective and efficient manner. In this regard, when the leaders are able to convince the employees that the implementation of the performance appraisal system is a prerequisite to achieve the organizational objectives, then the likelihood that the organizational members accept and take ownership for the appraisal system will be higher.

To demand the desired behaviour for the successful institutionalization of the appraisal system, the leaders need to acquire certain qualities and show certain behaviours in order for others to follows the leaders. Although there is no 'must-acquire' set of attributes that certainly needs to be present in a leader, different leaders gain the support of the followers using different techniques and by showing different behaviours. Furthermore, such attributes can even vary from organization to organization or from country to country.

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Rao, T. V. (2004) maintains that to get the best out of employees their performance needs to be managed. He defines performance management as a means of identifying critical dimensions of performance, which then became the basis for continuously planning, reviewing and developing employee performance. In doing so, Rao suggests an alternative framework to an appraisals only approach, which has been dominant in the understanding of employee performance.

Utilizing an organizational justice perspective, this cross-organizational study [William F. Giles, Henry and Hubert (2005)] developed procedural fairness dimensions for the appraisal review session and two contextual domains of the performance appraisal process. The contextual domains were: (a) the structure, policies, and support characterizing the formal appraisal system, and (b) the appraisal-related interactions that occur throughout the year between supervisors and subordinates. In addition, relationships of the three procedural variable sets and their respective individual variables with three fairness (two distributive justice and one global) criteria were assessed. Procedures from the session and system domains were found to be highly useful for predicting the fairness criteria.

2.2 Methodology

The early advancement of industrialization in the West led to the development of several scientific tools for performance appraisal. Nevertheless, in the Indian context, performance appraisal techniques, by and large, are based on conventional methods. The theory of mixed economy and the diverse nature of organizations do not provide for any uniform pattern of appraisal system in India. On the contrary, they provide scope for experimentation of different appraisal techniques.

However, there are many organizations, only four large industrial organizations have been chosen for the purpose of the present study. Of the four, two of them are

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engineering industries, i.e., Bharat Heavy Electricals Limited (BHEL) and Electronics Corporation of India Limited (ECIL) and remaining two are chemical industries, i.e., Dr. Reddy’s Laboratories Limited (DRLL) and Gulf Oil Corporation Limited (GOCL). Further, the two engineering industries belong to public sector organizations whereas the two chemical industries are private sector organizations. Performance Appraisal has been introduced in these organizations right from the inception.

2.2.1 Objectives of the Study

The following are the objectives of the present study:

- To study and know the various purposes for which the appraisal reports are actually being used in the corporations;
- To emphasize the insights of appraisers as well as appraisees on several issues relating to the appraisal procedure such as the criteria for appraisal, the composition of the appraisal committee, the communication of appraisal results to appraisees, the need for review of appraisals, etc.;
- To decide the nature of variables that put forth influence upon the appraisers;
- To focus the comparative analysis of the appraisal proformas between public and private sector enterprises;
- To evaluate the relative contribution of the appraisal designs in the achievement of organizational goals; and
- To look at the need for changes in the existing pattern of Performance Appraisal.

2.2.2 Hypotheses

In view of the wider theoretical framework and the objective of the present study the following are the hypotheses:

- In most of the companies, Performance Appraisal is done either to reward or to punish the employees but not correct them;
• The system of appraisal becomes visible in private sector enterprises when compared to public sector enterprises;

• Compassionate considerations and inadequacy of time for appraisal are the factors often affecting the appraisers;

• Proformas used for Performance Appraisal in public sector undertakings are less trusted when compared to private sector undertakings;

• Appraisee contribution in appraisal proceeding is highly desired by appraisers in private sector enterprises when compared to public sector enterprises; and

• Greater scope for non-communication of appraisal reports to the appraisees in public sector enterprises while in private sector enterprises do not undergo from such handicap.

2.2.3 Scope of the Study

The objectives listed above highlights the scope of the present study. They indicate that the stress is on tracing the ills in the present appraisal system while making an effort to bring out the perceptions of appraisers and appraisees in the selected industries. This study is aimed at bringing out a comparative analysis of the strengths and weaknesses in appraisals that are common in several organisations. The topic and the variables chosen for the present study may appear to be limited in scope, but the implications of this study are vital for the survival, growth and fulfillment of companies. The question under examination is not merely any one of these, i.e., the merit or the seniority; the objective output or the subjective personality traits; the organizational goals or the employee welfare; the arbitrary judgement by the boss versus the participation from subordinates. All these above dimensions are important so the scope and the significance of the present study are evident from the above discussion.
2.2.4 Sample

The entire sample is drawn from four industrial organizations as detailed below:

A) Public Sector undertakings (Engineering Industries)

1. Bharat Heavy Electricals Limited (BHEL);
2. Electronics Corporation of India Limited (ECIL);

B) Private Sector undertakings (Chemical Industries)

1. Dr. Reddy's Laboratories Limited (DRLL) and
2. Gulf Oil Corporation Limited (GOCL).

The selection of organizations is based on two criteria, i.e., nature and size of the industry. The researcher intended to study the engineering as well as chemical industries in Hyderabad. Since there is considerable variation in the total workforce among the four selected industries, samples are chosen independently for all the four industries. Thus, some uniformity has been maintained in selecting the sample from the industries. Of the total workforce, 5% has been chosen from engineering and 7% from chemical industries.

As there are number of cadres in these organizations, to ensure representations in all the different strata, stratified random sampling method is followed in the selection of subjects. The total four industries comprises of 16,859 employees. The total sample for the present study is 900 of which 700 subjects represent engineering industries and remaining 200 from chemical industries. In all 90 represent appraisers and the rest 810 are from appraisee group. The industry-wise break-up of the sample is given below.

Engineering Industries

Bharat Heavy Electricals Limited is an engineering industry under public sector. It has a total workforce of 5,010. There are four cadres viz., Managers (650), Supervisors (870), Staff (555) and workers (2,935). In all 250 employees are chosen as sample from this BHEL industry. In this sample 30 of the respondents belong to the appraisers group while 220 represent the appraisee group. The appraisers sample does not indicate that they are exclusively appraisers only. They are appraisers only in relation to the
supervisors, staff and workers. Nevertheless, for the purpose of convenience of the present study they are treated solely as appraisers. The sample of appraisees includes staff as well as workers. Since there are no many cadres based on salary, adequate care is taken to provide representation to all of them.

Electronics Corporation of India Limited is a public sector undertaking with a total workforce of 8,999. The principal cadres in this industry are Managers, staff and workers. Of the total number, managers are 875, staff and workers are 2,354 and 5,770 respectively. The appraisers sample consists of 44 managers, the staff and workers are grouped into appraisee group with a sample size of 406.

Chemical Industries

Dr. Reddy’s Laboratories Limited and Gulf Oil Corporation Limited are the chemical industries with a total workforce of 1,430 and 1,420 respectively. In both these industries there are only two categories viz., managerial and non-managerial. There are 310 managers in the managerial cadre in the Dr. Reddy’s Laboratories Limited while 480 in Gulf Oil Corporation Limited. The non-managerial workforce is 1,120 and 940 respectively. The total size of the sample in these industries is worked out at the rate of 7% of the total cadres for both the groups separately. The total size of the sample is 100 each in DRLL and GOCL. Of these samples, 20 and 30 represent the appraisers groups, 85 and 65 represent the appraisee group in their respective industries. Since the chemical industries possess limited workforce when compared to engineering industries, the researcher felt that there is a need for a slightly higher percentage of sample in these units for making it adequately representative.

Engineering Industries

<table>
<thead>
<tr>
<th>Name of the industry</th>
<th>Managers</th>
<th>Supervisory</th>
<th>Staff</th>
<th>Workers</th>
<th>Total size of all the cadres</th>
<th>Total sample from all cadres</th>
</tr>
</thead>
<tbody>
<tr>
<td>BHEL</td>
<td>650</td>
<td>32</td>
<td>870</td>
<td>43</td>
<td>2,935</td>
<td>14,009</td>
</tr>
<tr>
<td>ECIL</td>
<td>875</td>
<td>44</td>
<td>-</td>
<td>-</td>
<td>5,770</td>
<td>8,999</td>
</tr>
<tr>
<td>Total</td>
<td>1,525</td>
<td>76</td>
<td>1,740</td>
<td>66</td>
<td>8,670</td>
<td>14,009</td>
</tr>
</tbody>
</table>

In view the size of the workers and managerial force in the above Engineering industries, the researcher has decided to take a proportionate sample of 5% from all the cadres.
In this study, both structured and unstructured interviews are used as the primary tools of investigation. A pilot study was conducted and based on the observations of the pilot study, the researcher decided to have three separate schedules, one each for the appraisees, appraisers and management. The schedule for appraisees contains 25 items. Three items viz., designation, educational qualifications and experience are relating to the bio-data of the respondents. There are only two open-end items and all the remaining are provide with multiple responses ranging from three to six. For two of the items the respondents have the option to list out their priorities. About 15 of the 25 items in the schedule seek information relating to various issues of the previous appraisal. All the 25 items in the schedule are included only after checking the clarity of the statements and their ability to communicate with the respondents as what they are intended to do. Most of the items are presented in the form of general statements. Such a presentation of items is felt desirable to avoid any embarrassment to the respondents. Further, some of the items in the schedule are to equip the researcher with the facility of re-verification of the respondents answers on certain critical items.

Similarly, the schedule for appraisers also contains 25 items, most of them are different from the items which figured in the appraisee schedule. Though the purpose and criteria as well as who appraises from the basis for the formulation and inclusion of items in the schedules, items pertaining to training, size of the appraisal group, etc., also figure in the schedule meant for appraisers. For some of the items the respondents have the option to indicate more than one answer as per their preference with priority numbers.

The researcher has fixed prior appointments with all the respondents who figured in the sample. The schedule is administered only one at a time. The respondent is
informed of the purpose of the investigation. The researcher was present at the time of the
respondents answering the schedule, to make sure that they do on their own. The informal
and casual remarks of the respondents during pre and post interview period are also
recorded. Since all the respondents in the sample are interviewed at their work places, the
researcher could not take more than one hour of the respondent's time. In view of the
large number of respondents in the sample, it has not been possible to interview any of
the respondents for the second time.

Besides the data collected through the structured and unstructured interviews,
official records of all the four industries were reviewed for relevant information. The
responses of all the respondents on different items are computed items-wise separately
for both the appraisee and appraiser groups. The findings are analyzed on the basis of
engineering versus chemical industries. Finally, to provide a comprehensive view of the
validity of the hypotheses, the results are also presented in items of the attitudes of
appraiser's group versus appraisees' group towards Performance Appraisal system.

2.2.6 Plan of the Study

The study is presented in SEVEN chapters. The chapter layout is as under:

Chapter-I : Introduction
Chapter-II : Review of Literature & Methodology
Chapter-III : Profile of the Organisations
Chapter-IV : Performance Appraisal Procedures and Practices
Chapter-V : Findings of the Study
Chapter-VI : Analysis of the Performance Appraisal Process in Sample Units
Chapter-VII : Conclusions & Suggestions