PERFORMANCE APPRAISAL AND TRAINING
PROGRAMMES PRACTICED IN SUGAR INDUSTRIES
IN ERODE DISTRICT

QUESTIONNAIRE

I. PERSONAL DATA:

1.1. Name of the Respondent :

1.2. Age Group
  ☐ Below 25 yrs   ☐ 26 – 35 yrs   ☐ 36 – 45 yrs
  ☐ above 45

1.3. Designation :

1.4. Department :

1.5. Educational Qualification
  ☐ Illiterate   ☐ School   ☐ Diploma
  ☐ Graduate   ☐ Post Graduate   ☐ Others

1.6. Marital Status
  ☐ Married   ☐ Unmarried

1.7. Family size:
  ☐ Adult _________+   ☐ Child __________ = __________

1.8. Type of family
  ☐ Joint family   ☐ Nuclear family

1.9. Scale of Pay
  ☐ Below Rs.4000   ☐ Rs.4001 – Rs.6000
  ☐ Rs.6001 – Rs.8000   ☐ above Rs8000
1.10. Number of years of service:
   a) In the present organization  _____
   b) Total experience  _____

1.11. Residing in the Quarters/ outside premises:
   □ Quarters  □ Outside Premises

1.12. Whether children are studying under the sponsorship of your organization?
   □ Yes  □ No

1.13. Whether your children or relatives got employment in this organization?
   □ Yes  □ No

II. SOURCES OF INFORMATION

2.1. Please answer the following
   a) State job assigned by your organization: Routine / Challenging
   b) Whether you like your job?  □ Yes  □ No
   c) How long are you in the present Job? ---------------------------
   d) Is job rotation permitted?  □ Yes  □ No

2.2. Which appraisal method is followed in your organization?
   a) Group Order Ranking Method  b) Individual Ranking Method
   c) Paired Comparison Method  d) MBO&Goal Setting Method
   e) 360° method
2.3. Please state your level of satisfaction

[Highly satisfied (HS) / satisfied (S) / Neither satisfied nor dissatisfied (N) / Dissatisfied (D) / Highly dissatisfied (HDS)]

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Item</th>
<th>HS</th>
<th>S</th>
<th>N</th>
<th>D</th>
<th>HDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The employees relationship with supervisors</td>
<td></td>
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<td>2.</td>
<td>The employees relationship with subordinates</td>
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<td>3.</td>
<td>The employees relationship with colleagues</td>
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<td>4.</td>
<td>The norms and rules of the company are clearly explained to the new employees during induction</td>
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<td>5.</td>
<td>The employees are allowed to give their ideas and plans</td>
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<td>6.</td>
<td>The employees are given freedom in doing their work</td>
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</tbody>
</table>

2.4. Do you think that top management gives high priority to employee development?

☐ Yes ☐ No

2.5. Have you got any training program from your superiors?

☐ Yes ☐ No

2.6. Do you receive any counseling from the organization?

☐ Yes ☐ No

2.7. Do you get any incentives from the company for your performance?

☐ Yes ☐ No

2.8. Is self appraisal system implemented in your organization?

☐ Yes ☐ No

2.9. To what extent do you think that the present appraisal system will help you to identify and improve your skill?

☐ To a great extent ☐ To some extent ☐ Not at all
2.10. Is Performance Appraisal done periodically?
☐ Yes  ☐ No

If Yes, How often does your organization prepare Performance Appraisal reports?
☐ 3 Months  ☐ 6 Months  ☐ 12 Months

2.11. Are you satisfied with the Performance Appraisal and policies practised by the organization?
☐ Yes  ☐ No

2.12. Does the company arrange special training programs for the employees whose performances are low?
☐ Yes  ☐ No

2.13. How often does your organization conduct training programmes?
☐ Monthly  ☐ Quarterly  ☐ Half yearly  ☐ Yearly  ☐ Rarely

2.14. What kind of training programs were arranged for the employees?
☐ Skill development  ☐ Personality development  ☐ others

2.15. Which mode of training is offered to you?
☐ On-the-job training  ☐ Off-the-job training

2.16. In which mode of training do you feel more benefited?
☐ On-the-job training  ☐ Off-the-job training

2.17. Whether your superior is conducting continuous evaluation of the effectiveness of the training programme
☐ Yes  ☐ No
PERFORMANCE APPRAISAL AND TRAINING PROGRAMMES

3) Please state your opinion below with rating scale. Scale for rating
- Strongly Agree (SA)
- Agree (A)
- Neither Agree Nor Disagree (N)
- Disagree (DA)
- Strongly Disagree (SDA)

3.1) In what way the superior rates your performance promptly?

<table>
<thead>
<tr>
<th>S. No.</th>
<th></th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Comparing with standard performance</td>
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<td>2.</td>
<td>Quality of work</td>
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<td>3.</td>
<td>Time management to evaluate the quantity of work</td>
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<td>4.</td>
<td>Communication skills</td>
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<td>5.</td>
<td>Interpersonal relations</td>
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<td>6.</td>
<td>Punctuality and attendance in work</td>
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<td>7.</td>
<td>Comparing with other persons</td>
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<td>8.</td>
<td>Completion of targets</td>
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</table>

3.2. Performance Appraisal in the organization is modified from time to time?
☐ Yes ☐ No

3.3. Does your superior rate your performance promptly?
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.4. The company arranges training programs for the employees whose Performance is low
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.5. You have good knowledge about the training program modules:
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.6. Did the training given by the company enrich your knowledge?
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.7. You learned any new technical methods and practices after attending the training programmes?
☐ SA ☐ A ☐ N ☐ DA ☐ SDA
3.8. After attending the training programmes, your communication skill has developed?
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.9. Are you prepared to learn multi-skills to enable you to work in other discipline after training?
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.10. I am satisfied with the training programme conducted by the organization
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.11. The training improves the personal qualities and skills
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

3.12. The rating system followed in the company is free and fair?
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

VI MEASUREMENT OF WORKING ENVIRONMENT

4.1. Please state your views on the labour welfare measures practiced in the sugar mill

<table>
<thead>
<tr>
<th>S. No.</th>
<th>V. Good</th>
<th>Good</th>
<th>Average</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Washing facilities</td>
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<td>2.</td>
<td>Facilities for sitting</td>
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<td>3.</td>
<td>Facilities for storing</td>
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<td>4.</td>
<td>Canteen</td>
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<td>5.</td>
<td>Shelters</td>
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<td>6.</td>
<td>Welfare officers and Welfare Department</td>
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<td>7.</td>
<td>Supplying uniforms and Shoes</td>
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<td>8.</td>
<td>Scope for recreation</td>
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<td>9.</td>
<td>First aid and other security</td>
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<td>10.</td>
<td>Education facilities for the children</td>
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<td>11.</td>
<td>Running a co-operative stores</td>
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<td>12.</td>
<td>Place for worship</td>
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<td>13.</td>
<td>Community Hall</td>
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<td>14.</td>
<td>Running Hospital</td>
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</tbody>
</table>
4.2. Does the Company have an effective and scientific working time schedule?
☐ Yes ☐ No

4.3. Promotional Policy
☐ By Seniority ☐ By Merit

4.4. Achieving target set or excelling them is the main concern here?
☐ Yes ☐ No

V. EMPLOYEES OPINION ON OVERALL PERFORMANCE APPRAISAL

5. Please state your opinion below with rating scale. Scale for rating
   Strongly Agree(SA) Agree(A) Neither Agree Nor Disagree(N) Disagree(DA) Strongly Disagree(SDA)

5.1. Officials and employees are subjected to strict systematic discipline and control.
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

5.2. Knowledge and skills are recognized and rewarded here.
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

5.3. Any job policy related information is communicated to the employees through established channels.
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

5.4. The organisation provides a platform for career development and career planning:
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

5.5. I am satisfied with the workload in this organisation.
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

5.6. The company has an effective and scientific working time schedule.
☐ SA ☐ A ☐ N ☐ DA ☐ SDA

5.7. The organization succeeds in maintaining morale among the employees.
☐ SA ☐ A ☐ N ☐ DA ☐ SDA
5.8. Technological changes have been introduced in this organisation during the last 5 to 10 years.

☐ SA  ☐ A  ☐ N  ☐ DA  ☐ SDA

5.9. The management is able to get maximum support from the trade unions for the present and future changes in the organization.

☐ SA  ☐ A  ☐ N  ☐ DA  ☐ SDA

5.10. The existing scenario has established a harmonious employee relationship in this company.

☐ SA  ☐ A  ☐ N  ☐ DA  ☐ SDA

5.11. I am satisfied with the methods adopted by the organization for solving grievances.

☐ SA  ☐ A  ☐ N  ☐ DA  ☐ SDA

5.12 I am satisfied with the communication system prevailing in the organisation.

☐ SA  ☐ A  ☐ N  ☐ DA  ☐ SDA

6. What are the technological changes introduced in your organisation?

☐ New Product  ☐ New Machinery
☐ Manufacturing Process  ☐ Nature of Job

7. During recruitment, whether the relatives and wards of the employees are given preferences?

☐ Yes  ☐ No

8. Do you sign in appraisal review form every year?

☐ Yes  ☐ No

9. State the problems faced by you in the performance appraisal system (Please rank them)

<table>
<thead>
<tr>
<th>S. No</th>
<th>Problems</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>No recognition for supervisor</td>
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<tr>
<td>2.</td>
<td>Biased in communication</td>
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<tr>
<td>3.</td>
<td>Difficulty in comparison</td>
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<tr>
<td>4.</td>
<td>Assessment becomes vague</td>
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<tr>
<td>5.</td>
<td>Attributes/traits are vague</td>
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<tr>
<td>6.</td>
<td>Potentialities are ignored</td>
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<tr>
<td>7.</td>
<td>Raters errors</td>
<td></td>
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</tbody>
</table>
10. State the problem faced by you in the training programs (Please rank them)

<table>
<thead>
<tr>
<th>S. No</th>
<th>Problem faced in the training programs</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Impersonality in teaching</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Advanced topics are not taught</td>
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</tr>
<tr>
<td>3</td>
<td>Biased in communication</td>
<td></td>
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<tr>
<td>4</td>
<td>Training environment is artificially created</td>
<td></td>
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<tr>
<td>5</td>
<td>Excessive stress</td>
<td></td>
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<tr>
<td>6</td>
<td>Carry-over difficulty</td>
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</table>

11. Do you have any suggestions to make the performance appraisal and training programme in your organization more effective?

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

Thank you for your kind co-operation