SUPERVISORY EVALUATION STATEMENT

Sir,

Kindly evaluate the performance of the subordinates coming under your direct supervision in terms of the following variables. Select the statement which suits most to the individual being rated and put a tick mark in the corresponding box. This is only for a research work on "Effects of Motivational Factors on Employees' Efficiency", and I assure you that the information provided by you will be kept confidential.

<table>
<thead>
<tr>
<th>Name of the Company</th>
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<tr>
<td>Name of the Employee</td>
<td>:</td>
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<tr>
<td>Code/Card No.</td>
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<td>Dept./Section</td>
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1. **JOB KNOWLEDGE**

   Level of knowledge with regard to all phases of his work

   A. Not up to mark - Needs instruction occasionally
   B. Fully conversant with all phases of job. Learns easily.
   C. Needs instruction at every step. Unable to learn own work.
   D. Knowledge sufficient for ordinary job requirement.
   E. Expert knowledge covering more jobs than his own. Learns quickly.

2. **QUALITY OF WORK**

   General excellence of output, method and system.

   A. Quality below normal.
   B. Generally below standard quality. Scrap and rejection high.
   C. Consistently produces quality above requirements. No spoilage or wastage.
   D. Quality generally above normal. Little rejecton and scrap.
   E. Adequate quality. Normal or standard rejection and scrap.
3. QUANTITY OF WORK

Achievement of targets, assigned jobs.

A. Output very low.
B. Produces somewhat more than required amount of work.
C. Below normal output.
D. Normal efficiency and output.
E. High production exceeds quota regularly. Completes assignments in shortest possible time.

4. COST/TIME CONTROL

Optimum utilisation of available resources/time, Ability and interest to control or reduce cost.

A. Not at all vigilant.
B. Frequently shows interest.
C. Always vigilant to reduce wastages.
D. Rarely vigilant.
E. Occasionally cares.

5. RESPONSIVENESS TO CHANGE OR INNOVATION

Skill to quickly interpret and adjust to new situations and openness to new ideas.

A. Very good response.
B. Average response.
C. Below average.
D. Above average.
E. Very poor response.

6. COMMITMENT TO THE JOB AND THE ORGANISATION

Dedication to work and to company objectives, reliability to complete assigned tasks.

A. Evades responsibility.
B. Average responsibility.
C. Very responsible and conscientious.
D. Irresponsible
E. Exceptionally responsible and conscientious.
7. **INITIATIVE**

   Ability to provide thrust by personal example and expert and timely guidance.

   A. No initiative.
   B. Average initiative.
   C. Exceptionally resourceful. Full of new ideas.
   D. Lacks initiative, frequently gets stuck.
   E. Good initiative, seldom gets stuck.

8. **CARE OF MACHINES, TOOLS, EQUIPMENTS AND RECORDS**

   A. Takes no interest.
   B. Maintain in good condition.
   C. Takes little interest.
   D. Equipments and records are cared for.
   E. Always kept in exceptional condition.

9. **ABILITY TO WORK IN CO-OPERATION WITH OTHERS**

   A. Highly co-operative, very popular and helpful.
   B. Not co-operative.
   C. Co-operative, if urged.
   D. Co-operative.
   E. Quarrelsome, causes friction and trouble.

10. **ABSENTEEISM**

    A. Attendance above average.
    B. Average attendance
    C. Occasionally absent
    D. Frequently absent on work.
    E. Always on the job, never loses time without permission.

11. **PUNCTUALITY**

    A. Rarely late on work.
    B. Occasionally late on work.
    C. Very rarely late or never late.
    D. Always late on work.
    E. Late only when there is good reason.
12. POTENTIAL FOR HANDLING HIGH LEVEL RESPONSIBILITY

A. Able but not ready to accept.
B. Not at all.
C. Able but ready to accept if compelled.
D. Very much able and ready to accept.
E. At times only.
INTERVIEW SCHEDULE FOR EMPLOYEES

PART - A

B I O - D A T A

Name of the Employee : 
Worker Card No. & Section : 
Age : 20-30 / 30-40 / 40-50 / Above 50
Sex : Male / Female
Religion / Caste : 
Education : Primary / Secondary / Graduation / P.G. / Others
Length of service in the organisation : 
Type / Nature of Work : 
Monthly Income : Below Rs.2000
                              2000 - 4000
                              4000 - 6000
                              Above 6000
Place of Domicile : Local / Outstation
Residing with : Family / Joint family / Single
Marital Status : Married / Unmarried
Parental Occupation : Agriculture / Trade / Industry / Business / Service / Others
Interest in Politics : Active / Neutral / Inactive
Participation in Trade Unions : Active / Neutral / Inactive

Signature : 

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PART - B
SELF APPRAISAL

JOB KNOWLEDGE
1. How much aware are you of the various aspects and nature of your job?
   A. Below average awareness
   B. Average awareness
   C. Very much aware
   D. Not at all aware
   E. Above average awareness.

2. How much aware are you about the latest developments taking place in the area of your job?
   A. Not at all aware.
   B. Very much aware.
   C. Below average awareness
   D. Average awareness
   E. Above average awareness.

3. How much able are you to put the latest knowledge in the area into practice?
   A. Average
   B. Below Average
   C. Not at all.
   D. Very much
   E. Above average

QUALITY OF WORK
1. Do you believe that you are working at a level suitable to your ability?
   A. Always
   B. Rarely
   C. Occasionally
   D. Never
   E. Frequently

2. How often the quality of your work falls below the normal standard?
   A. Occasionally
   B. Rarely
   C. Frequently
   D. Always
   E. Never
3. How often do you make defectives and wastages in your work?
   A. Always          B. Never
   C. Occasionally    D. Rarely          E. Frequently

**QUANTITY OF WORK**

1. How often do you produce below normal standard quantity.
   A. Occasionally    B. Rarely
   C. Always          D. Never          E. Frequently

2. How often do you produce above normal standard quantity?
   A. Rarely          B. Frequently
   C. Occasionally    D. Always          E. Never

3. How often do you produce equal to normal standard quantity
   A. Never          B. Occasionally
   C. Rarely         D. Frequently          E. Always

**COST & TIME CONTROL**

1. How often do you waste time during your work?
   A. Occasionally    B. Rarely
   C. Frequently      D. Always          E. Never

2. Do you waste the organisational resources during the work?
   A. Always          B. Never
   C. Rarely          D. Occasionally      E. Frequently

3. How efficient are you in utilising the resources of the firm?
   A. Not at all      B. Average
   C. Below average   D. Above average    E. Very much
RESPONSIVENESS TO CHANGE OR INNOVATION

1. How do you respond to a change in the nature of work?
   A. Disagree          B. Agree
   C. Strongly disagree  D. Strongly agree
   E. Neither agree nor disagree

2. How will you react if new duties are assigned to you?
   A. learn the duties very quickly
   B. Do not find interest to learn.
   C. Indifferent between the old job and the new one.
   D. No attempt will be made to change.
   E. Try to learn.

3. How well are you able to grasp the new ideas or innovations made by the company?
   A. Unable to grasp      B. Can grasp easily
   C. Average             D. Below average
   E. Can grasp quickly and easily.

COMMITMENT TO THE JOB AND THE ORGANISATION

1. "This organisation is a better place to work than other neighbouring units".
   A. Agree              B. Strongly agree
   C. Strongly disagree  D. Disagree
   E. Neither agree nor disagree

2. My relationship with other people at work is -
   A. Cordial             B. Quarrelsom
   C. Very much quarrelsom D. Very much cordial
   E. Neither cordial nor quarrelsom

3. Are you satisfied with the allotment of work in your section or department?
   A. Dissatisfied        B. Satisfied
   C. Very much dissatisfied D. Very much satisfied
   E. Neutral
INITIATIVE

1. The scope your job provides to help you to achieve your aspirations and ambitions
   A. Not at all          B. Average          C. Very much
   D. Not enough         E. Enough

2. The degree to which you feel that you can personally develop in your job
   A. Very much          B. Not at all
   C. Average           D. Enough             E. Not enough

3. The amount of flexibility and freedom you have in your job
   A. Average           B. No freedom
   C. Below average     D. Very high          E. High

CARE OF MACHINES, TOOLS, EQUIPMENTS, RECORDS etc.

1. How much care do you take on your machines, tools, etc.?
   A. Average           B. Much
   C. No care           D. Very much          E. Below average

2. How much interest do you show in keeping the equipments and records properly?
   A. Very high         B. No interest
   C. Average           D. Below average       E. High

3. How far do you feel free to work with your subordinates?
   A. Very much         B. Not much
   C. Average           D. Not at all          E. Much

ABSENTEEISM

1. How often do you absent from work?
   A. Frequently        B. Occasionally
   C. Rarely            D. Not at all          E. Always
PUNCTUALITY

1. How often do you come late for work?
   A. Always                  B. Occasionally
   C. Rarely                 D. Not at all       E. Frequently

2. How often do you leave before the scheduled time?
   A. Not at all             B. Rarely
   C. Frequently            D. Occasionally   E. Always

3. How often are you regular in your work?
   A. Rarely                 B. Always
   C. Occasionally          D. Frequently   E. Not at all

RESOURCEFULNESS

1. How often do you suggest improvements in operation?
   A. Never                  B. Rarely
   C. Frequently            D. Occasionally   E. Always

2. How much are you receptive to improvements?
   A. Not at all             B. Average
   C. Below average         D. Much          E. Very much

3. Do you show resistance to creative changes introduced in the organisation?
   A. Never                  B. Occasionally
   C. Rarely                D. Frequently   E. Always
PART C
LEVEL OF SATISFACTION

1. Considering all aspects of the job, how far do you like it?
   A. Not so much        B. Like it
   C. Like to some extent and dislike to some extent
   D. Like very much     E. Do not like it at all.

2. Do you think that your superior is reasonable in expecting from you
   A. Not so reasonable   B. Reasonable
   C. Very reasonable    D. Average
   E. Not at all reasonable

3. Do you believe that he is your own man?
   A. Yes, definitely     B. May or may not be
   C. Mostly he is so     D. Mostly he is not so
   E. Definitely not

4. Do you get maximum facilities to do your job well?
   A. No facilities at all  B. Average facilities
   C. Most of the facilities D. Most of the facilities not
   E. All facilities

5. Are you satisfied with your present total income?
   A. Not at all           B. Very much satisfied
   C. Neither satisfied nor dissatisfied
   D. Not satisfied        E. Satisfied

6. Do you feel that your total income from the company is comparatively higher than that of other similar companies?
   A. No, it is very low   B. No, it is low.
   C. Almost same         D. Yes, it is very high.
   E. Yes, it is high.
7. Are you satisfied with the scope for increasing the present income from the company?
   A. Very much satisfied       B. Not at all satisfied
   C. Neither satisfied nor dissatisfied
   D. Satisfied                 E. Not satisfied

8. What is your opinion about the running of canteen, housing and pension schemes?
   A. Not happy                  B. Very happy
   C. Not at all happy           D. Happy
   E. Neither happy nor unhappy

9. What do you say about medical facilities, accident prevention schemes, etc.?
   A. Satisfactory               B. Not satisfactory
   C. Not at all satisfactory    D. Average
   E. Very much satisfactory

10. Do you feel that the management has a positive attitude for the opinion of workers?
    A. Surely, No                B. yes
    C. Neither yes nor no        D. No
    E. Surely, yes

11. Are you satisfied with the programmes for personal development, training, quality improvement, etc.?
    A. No comments                B. Satisfied
    C. Very much satisfied       D. Not satisfied
    E. Not at all satisfied

12. Is the existing leave rules enough for your requirements?
    A. No                        B. Very much
    C. No complaints even if not enough
    D. Not at all enough         E. Yes
13. Are you satisfied with the mode of settling disputes in your company?

A. No  B. Very much satisfied
C. Yes  D. Neither satisfied, nor dissatisfied
E. Not at all satisfied

14. What do you say about the interpersonal relations in your company?

A. Very cordial  B. Hostile
C. Cordial  D. Very much hostile
E. Neither cordial nor hostile

15. What is your opinion about the communication system prevailing in your company?

A. Very poor  B. Good  C. Poor
D. Very good  E. Neither good nor poor

16. What about the management's concern for workers?

A. Very much positive  B. Negative
C. Highly negative  D. Positive
E. Neither positive nor negative

17. Are you happy with the existing style of management?

A. No  B. Yes
C. Very happy  D. Very unhappy
E. Neither happy nor unhappy
Motivational Factors

Your company expects some more better performance from you. For that, the company is ready to offer you the following incentives. Show your preference by allocating 100 points given in total, on these factors.

A. Immediate financial improvement
B. Future financial benefits
C. Promotion
D. Participation
E. Facilities at work site
F. Educational facilities for children
G. Medical facilities

Note: The vernacular version of this has been administered on the respondents.