

## ***LIST OF TABLES***

<b>TABLE</b>	<b>DESCRIPTION</b>	<b>PAGE NO.</b>
Table 1	Sample distribution for the pilot study	080
Table 2	Sample distribution in terms of organisations used for the study	081
Table 3	Different components of P. A. Questionnaire and the corresponding question numbers	082
Table 4	Percentage of respondents' reactions regarding the basic thrust of P. A. System	090
Table 5	Percentage of respondents' reactions about provision of setting targets in P. A. System	091
Table 5X	Chi-square of respondents' reactions about provision of setting targets in P. A. System	091
Table 5.1	Percentage of respondents' satisfaction level for P. A. System	092
Table 6	Percentage of responses showing provision for setting individual key performance areas	092
Table 7	Percentage of responses showing provision for setting departmental targets	093
Table 8	Percentage of responses showing the system of determining targets / objectives for individual managers	094
Table 8.1	Percentage of responses showing satisfaction level of the respondents in determining targets / objectives for the individual managers	095
Table 9	Percentage of respondents showing sources of information used by the appraisers for P. A.	096
Table 9.1	Percentage of satisfied respondents with sources of information for judging personality	096
Table 10	Percentage of responses showing whether personality traits and managerial skills are defined	097
Table 11	Percentage of responses showing relevance of traits and skills for managerial performance	098
Table 11X	Chi-square of responses showing relevance of traits and skills for managerial performance	098
Table 12	Percentage of responses showing how the judgement of personality traits and managerial skills is done	099
Table 12.1	Percentage of responses showing satisfaction of respondents in judging personality traits and managerial skills	099
Table 13	Percentage showing factors accounted for overall rating by respondents	100

<b>TABLE</b>	<b>DESCRIPTION</b>	<b>PAGE NO.</b>
Table 13.1	Percentage showing weightage assigned by respondents to the factors for overall rating	100
Table 14	Percentage showing measures taken by respondents for application of uniform standards	101
Table 15	Percentage of responses showing method of joint appraisal	102
Table 15X	Chi-square of responses showing method of joint appraisal	103
Table 15.1	Percentage of respondents satisfied with the system of joint responsibility	103
Table 16	Percentage of responses showing knowledge of previous ratings while appraising current performance	104
Table 17	Percentage of respondents taking account previous rating while making current ratings	104
Table 18	Percentage of respondents showing whether seniors consider previous ratings while appraising current performance	105
Table 19	Percentage of responses showing whether previous ratings affected the current rating of the respondents	105
Table 20	Percentage of responses showing built-in safeguards against errors in individual judgement	106
Table 21	Percentage of responses showing frequency of appraisal	106
Table 22	Percentage of respondents showing whether there is a separate components to determine potential of the appraisee	107
Table 23	Percentage of responses showing factors accounted for determining potential appraisal	108
Table 24	Percentage of responses showing whether there is a provision for determination of training and developmental needs	109
Table 25	Percentage of responses showing process of determining training and developmental needs	110
Table 25.1	Percentage of responses showing satisfaction level for the process of determining training and developmental needs	110
Table 26	Percentage of responses showing the kind of training and developmental efforts usually recommended	111
Table 27	Percentage of responses showing extent to which appraisal reports are used for training and development plans and decisions	112
Table 27X	Chi-square of responses showing extent to which appraisal reports are used for training and development plans and decisions	112

<b>TABLE</b>	<b>DESCRIPTION</b>	<b>PAGE NO.</b>
Table 28	Percentage of responses showing amount of weightage given to P. A. System for promotions	113
Table 28.1	Percentage of responses showing satisfaction of the respondents for the weightage given to P. A. System for promotions	113
Table 29	Percentage of responses showing as to who does the appraisal	114
Table 30	Percentage of responses showing to who reviews the appraisals	115
Table 31	Percentage of responses showing the methods used by reviewing authorities	116
Table 31.1	Percentage of responses showing the satisfaction of the respondents for the methods used by reviewing authorities	116
Table 32	Percentage of responses showing the provision of review discussion in P. A. System	117
Table 33	Percentage of responses showing the people who participate in the review discussion of the P. A. System	117
Table 34	Percentage of responses showing the extent to which performance appraisal is discussed with appraisee	118
Table 34X	Chi-square of responses showing the extent to which performance appraisal is discussed with appraisee	119
Table 34.1	Percentage of responses showing the extent to which respondents were satisfied with the discussion of appraisal	119
Table 35	Percentage of responses showing whether counselling is an essential part of appraisal process	120
Table 36	Percentage of responses showing the individuals who give performance counselling	121
Table 36X	Chi-square of responses showing the individuals who give performance counselling	122
Table 37	Percentage of responses showing practice of MBO in the organisation	123
Table 38	Percentage of responses showing linkages of P. A. System to MBO	124
Table 38X	Chi-square of responses showing linkages of P. A. System to MBO	125
Table 39	Percentage of responses showing role of HRD / Personnel in P. A. System	126
Table 40	Percentage of responses showing to what extent respondents would like HRD / Personnel functionaries to continue to play their role	127

<b>TABLE</b>	<b>DESCRIPTION</b>	<b>PAGE NO.</b>
Table 41	Percentage of responses showing the extent to which respondents would like the HRD / Personnel functionaries to be involved in P. A. System	128
Table 41.1	Percentage of responses showing areas in which HRD / Personnel functionaries should be involved	129
Table 42	Percentage of responses whether organisations use external consultants for P. A. System	130
Table 42.1.	Percentage responses showing areas in which help of external consultant was taken	130
Table 43	Percentage of responses showing whether the organisation train their appraiser before the actual appraisal is done	131
Table 44	Percentage of responses showing overall evaluation of present P. A. System	132
Table 45	Percentage of responses showing satisfaction of the respondents with the present P. A. System	133
Table 46	Percentage of responses showing satisfaction of the managers with the present P. A. System as perceived by the respondents	134
Table 47	Percentage of responses showing importance of P. A. System as perceived by the respondents	135
Table 47X	Chi-square of responses showing importance of P. A. System as perceived by the respondents	135
Table 48	Percentage of responses showing the various purposes of P. A. system used by the organisations	136
Table 49	Companywise average ranks of the different purpose for which appraisal reports are used	137
Table 50	ANOVA values for the purpose of salary progression	138
Table 50G	Mean difference between the organisations for the salary progression and their significance	138
Table 51	ANOVA values for the purpose of special rewards	138
Table 51G	Mean difference between the organisations for the use of special rewards and their significance	139
Table 52	ANOVA values for the purpose of promotions	139
Table 52G	Mean difference between the organisations for promotion and their significance	140
Table 53	ANOVA values for the purpose of placement and transfer	140
Table 53G	Mean difference between the organisations for placement and transfer and their significance	141
Table 54	ANOVA values for the purpose of training and development	141
Table 54G	Mean difference between the organisations for training and development and their significance	142

<b>TABLE</b>	<b>DESCRIPTION</b>	<b>PAGE NO.</b>
Table 55	ANOVA values for the purpose of manpower planning, succession planning and career planning	142
Table 55G	Mean difference between the organisations for manpower planning, succession planning and career planning and their significance	143
Table 56	ANOVA values for the purpose of demotion, early retirement and termination	143
Table 56G	Mean difference between the organisation for demotions, early retirement and termination and their significance	144
Table 57	ANOVA values for the purpose of review of effectiveness of selection	144
Table 57G	Mean difference between the organisations for review of effectiveness of selection and their significance	145
Table 58	ANOVA values for the purpose of review of effectiveness of training	145
Table 58G	Mean difference between the organisations for review of effectiveness of training and their significance	146
Table 59	Percentage of respondents' satisfaction with different dimensions P. A. System	147
Table 60	ANOVA for overall satisfaction between the organisation	148
Table 61	ANOVA for managers' satisfaction between the organisation	149
Table 61G	Gap Test for managers' satisfaction between the organization	149
Table 62	ANOVA for overall satisfaction for different types of organisation	150
Table 63	ANOVA for managers' satisfaction from different types of organisation	150
Table 64	ANOVA for purpose of salary progression as seen by extraverts in different organisations	151
Table 65	ANOVA for purpose of special rewards as seen by extraverts in different organisations	151
Table 66	ANOVA for purpose of promotions as seen by extraverts in different organisations	152
Table 67	ANOVA for purpose of placement and transfer as seen by extraverts in different organisations	152
Table 68	ANOVA for purpose of training and development as seen by extraverts in different organisations	153
Table 69	ANOVA for purpose of managerial manpower planning and succession / career planning as seen by extraverts in different organisations	153

<b>TABLE</b>	<b>DESCRIPTION</b>	<b>PAGE NO.</b>
Table 70	ANOVA for purpose of demotion, early retirement and terminations as seen by extraverts in different organisations	154
Table 71	ANOVA for purpose of review of effectiveness of selection method as seen by extraverts in different organisations	154
Table 72	ANOVA for purpose of review of effectiveness of training and development as seen by extraverts in different organisations	155
Table 73	ANOVA for purpose of salary progression as seen by introverts in different organisations	155
Table 74	ANOVA for purpose of special rewards as seen by introverts in different organisations	156
Table 75	ANOVA for purpose of promotions as seen by introverts in different organisations	156
Table 76	ANOVA for purpose of placement and transfer as seen by introverts in different organisations	157
Table 77	ANOVA for purpose of training and development as seen by introverts in different organisations	157
Table 78	ANOVA for purpose of managerial manpower planning and succession / career planning as seen by introverts in different organisations	158
Table 79	ANOVA for purpose of demotion, early retirement and terminations as seen by introverts in different organisations	158
Table 80	ANOVA for purpose of review of effectiveness of selection method as seen by introverts in different organisations	159
Table 81	ANOVA for purpose of review of effectiveness of training and development as seen by introverts in different organisations	159