H.R. Questionnaire

Dear Sir/Madam

My name is **Giju Paul**, and I am doing my PhD. At Mahatma Gandhi University, Kottayam. My topic of research is: **“A Study on the HRD Practices to Minimise Labour Turnover in Hotel Industry — Specific focus on Kerala”**. As part of my research work I would like to collect information about the Population Characteristics of employees, Manpower utilisation, and Labour Market features of the people employed in your esteemed organisation. I promise you that the data collected will not be published for any purpose or to any other information domain other than the research purpose. The identity of the organisation will not be revealed at any point of time in the research work. Thanking you expecting your co-operation.

**QUESTIONNAIRE**

**Star Rating of the Hotel :**

**Number of years of Operation :**

**POPULATION CHARACTERISTICS**

01. Total number of people working in your hotel
   a) Below 50  
   b) Between 51-100  
   c) Between 101-150  
   d) Between 151-200  
   e) Above 200

02. Number of male employees in your hotel
   a) Below 50  
   b) Between 51-100  
   c) Between 101-150  
   d) Between 151-200  
   e) Above 200

03. Number of female employees in your hotel
   a) Below 50  
   b) Between 51-100  
   c) Between 101-150  
   d) Between 151-200  
   e) Above 200

04. Number of Employees in your Front office department
   a) Below 10  
   b) Between 11-20  
   c) Between 21-30  
   d) Between 31-40  
   e) Above 40

05. Number of Employees in your Food and Beverage Service Department
   a) Below 10  
   b) Between 11-20  
   c) Between 21-30  
   d) Between 31-40  
   e) Above 40
06. Number of Employees in your Food production Department
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

07. Number of employees working in your Housekeeping department
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

08. Number of employees working in your Finance and Administration department
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

09. Number of employees working in your Engineering and Maintenance department
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

10. Number of employees working in your hotel who are inhabitants of Corporation/Metropolitan/City area
    a) Below 10   b) Between 11-20   c) Between 21-30
    d) Between 31-40   e) Above 40

11. Number of employees working in your hotel who are inhabitants of Municipal area
    a) Below 10   b) Between 11-20   c) Between 21-30
    d) Between 31-40   e) Above 40

12. Number of employees working in your hotel who are inhabitants of Village/ Panchayath area
    a) Below 10   b) Between 11-20   c) Between 21-30
    d) Between 31-40   e) Above 40

13. Number of local employees working in your organisation
    a) Below 10   b) Between 11-20   c) Between 21-30
    d) Between 31-40   e) Above 40

14. Number of employees working in your organisation who are from other districts of Kerala state
    a) Below 10   b) Between 11-20   c) Between 21-30
    d) Between 31-40   e) Above 40

15. Number of employees working in your organisation who are from other states of Kerala
    a) Below 10   b) Between 11-20   c) Between 21-30
    d) Between 31-40   e) Above 40

16. Number foreign nationals working in your organisation
    a) Below 10   b) Between 11-20   c) Between 21-30
    d) Between 31-40   e) Above 40
17. Number of people recruited into your organisation in a year
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

18. Number of people leaving your organisation in a year
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

19. Number of people working in your organisation having literacy rate up to 10th standard
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

20. Number of people working in your organisation having Diploma
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

21. Number of people working in your organisation having graduation
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

22. Number of people working in your organisation having post graduation
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

23. Number of people working in your organisation having Doctorate
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

24. Number of people working in your organisation having experience below 1 year
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

25. Number of people working in your organisation having experience between 1-2 years
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

26. Number of people working in your organisation having experience between 2-3 years
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

27. Number of people working in your organisation having experience between 3-4 years
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40
28. Number of people working in your organisation having experience between 4-5 years
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

29. Number of people working in your organisation having experience above 5 years
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

30. Number of direct/permanent labor employed in your organisation
   a) Below 50   b) Between 51-100   c) Between 101-150
   d) Between 151-200   e) Above 200

31. Number of contract labor employed in your organisation
   a) Below 50   b) Between 51-100   c) Between 101-150
   d) Between 151-200   e) Above 200

32. Number of trainees in your organisation
   a) Below 10   b) Between 11-20   c) Between 21-30
   d) Between 31-40   e) Above 40

33. Number of working days in your organisation in a year
   a) Between 360-365 days   b) Between 350-359 days   c) Between 340-349 days
   d) Between 330-339 days   e) Less than 330 days

34. Number of working hours per day
   a) 24 hours   b) 18 hours   c) 12 hours   d) 10 hours   e) Below 10 hours

35. Number of absenteeism per year
   a) 50 days   b) 51-70 days   c) 71-90 days   d) 91-110 days   e) Above 110 days

36. Number of working hours per employee per day
   a) Below 6 hrs   b) Between 6-9 hrs   c) Between 9-12 hrs
   d) Between 12-15 hrs   e) Above 15 hrs

37. Number of employees working in your organisation between ages of 18-22 years
   a) Below 10   b) Between 10-20   c) Between 21-30
   d) Between 31-40   e) Above 40

38. Number of employees working in your organisation between ages of 23-26 years
   a) Below 10   b) Between 10-20   c) Between 21-30
   d) Between 31-40   e) Above 40
39. Number of employees working in your organisation between ages of 27-30 years
   a) Below 10  b) Between 10-20  c) Between 21-30
d) Between 31-40  e) Above 40

40. Number of employees working in your organisation between ages of 31-33 years
   a) Below 10  b) Between 10-20  c) Between 21-30
d) Between 31-40  e) Above 40

41. Number of employees working in your organisation between ages of 34-37 years
   a) Below 10  b) Between 10-20  c) Between 21-30
d) Between 31-40  e) Above 40

42. Number of employees working in your organisation above 38 years of age
   a) Below 10  b) Between 10-20  c) Between 21-30
d) Between 31-40  e) Above 40

43. Number of male workers working in your organisation from the state of Kerala
   a) Below 20  b) Between 21-40  c) Between 41-60
d) Between 61-80  e) Above 80

44. Number of male workers working in your organisation from the other states of India
   a) Below 20  b) Between 21-40  c) Between 41-60
d) Between 61-80  e) Above 80

45. Number of foreign male workers in your organisation
   a) Below 20  b) Between 21-40  c) Between 41-60
d) Between 61-80  e) Above 80

46. Number of female workers working in your organisation from the state of Kerala
   a) Below 20  b) Between 21-40  c) Between 41-60
d) Between 61-80  e) Above 80

47. Number of female workers working in your organisation from the other states of India
   a) Below 20  b) Between 21-40  c) Between 41-60
d) Between 61-80  e) Above 80

48. Number of foreign female workers in your organisation
   a) Below 20  b) Between 21-40  c) Between 41-60
d) Between 61-80  e) Above 80

49. Number of managers working in your organisation
   a) Below 5  b) Between 6-10  c) Between 11-15
d) Between 16-20  e) Above 20
50. Number of supervisors working in your organisation
   a) Below 5  
   b) Between 6-10  
   c) Between 11-15  
   d) Between 16-20  
   e) Above 20

51. Number of non supervisory employees working in your organisation
   a) Below 5  
   b) Between 6-10  
   c) Between 11-15  
   d) Between 16-20  
   e) Above 20

52. Number of apprentices working in your organisation
   a) Below 5  
   b) Between 6-10  
   c) Between 11-15  
   d) Between 16-20  
   e) Above 20

**HRD Practices Conducted in your hotel**

Please state whether your organisation conduct the following HRD practice

53. Does your organisation practice standard recruitment process  
   Yes/No

54. Does your organisation posses standard selection process and procedures  
   Yes/No

55. Does your organisation conduct induction program for new recruits  
   Yes/No

56. Do you have training and development programmes in your organisation  
   Yes/No

57. Do you have Performance Appraisal System in your organisation  
   Yes/No

58. Do you have Potential Appraisal System in Your Organisation  
   Yes/No

59. Does your organisation have Career planning programmes  
   Yes/No

60. Does your Organisation practice Organisation Development programmes  
   Yes/No

61. Does your organisation have Motivation programmes  
   Yes/No

62. Does your organisation have performance Coaching programmes  
   Yes/No

63. Does your organisation have Mentoring programmes  
   Yes/No

64. Does your organisation have employee engagement programmes  
   Yes/No

65. Does your organisation execute employee welfare programmes  
   Yes/No

66. Does your organisation have a transparent salary and Wage Administration System  
   Yes/No

67. Does your organisation have job enrichment programmes  
   Yes/No

68. Does your organisation practice Quality of Work life of employees  
   Yes/No

69. Does your organisation have Human Resource Information System  
   Yes/No

70. Does your organisation practice Employee empowerment  
   Yes/No
Employee Questionnaire

Dear Sir/Madam

My name is Giju Paul, and I am doing my PhD. At Mahatma Gandhi University, Kottayam. My topic of research is: “A Study on the HRD Practices to Minimise Labour Turnover in Hotel Industry — Specific focus on Kerala”. As part of my research work I would like to collect information about the Human Resource Practices, and reasons for employee turnover and the suitable HRD mechanisms to reduce turnover of the people employed in your esteemed organisation. I would like to collect the data using employees from your organisation using questionnaire. I promise you that the data collected will not be published for any purpose or to any other information domain other than the research purpose. The identity of the organisation and the people will not be revealed at any point of time in the research work. Thanking you expecting your co-operation.

Age
18-22 Years/ 23-28 Years/ 29-33 Years/ 34-38 Years/ Above 38

Designation
Top Level/ Manager/ Asst. Manager/ Supervisor/ Non- Supervisor

Experience in Industry
1-3 Years/ 4-6 Years/ 7-9 Years/ 10-12 Years/ Above 12 Years

Number of Years in the Hotel
1-3 Years/ 4-6 Years/ 7-9 Years/ 10-12 Years/ Above 12 Years

Questions:

Human Resource Practices:

01. Does your organisation practice standard recruitment process
    Yes/No/ Not aware

02. Does your organisation posses standard selection process and procedures
    Yes/No/ Not aware

03. Does your organisation conduct induction program for new recruits
    Yes/No/ Not aware

04. Do you have training and development programmes in your organisation
    Yes/No/ Not aware

05. Do you have Performance Appraisal System in your organisation
    Yes/No/ Not aware

06. Do you have Potential Appraisal System in Your Organisation
    Yes/No/ Not aware

07. Does your organisation have Career planning programmes
    Yes/No/ Not aware

08. Does your Organisation practice Organisation Development programmes
    Yes/No/ Not aware

09. Does your organisation have Motivation programmes
    Yes/No/ Not aware

10. Does your organisation have performance Coaching programmes
    Yes/No/ Not aware

11. Does your organisation have Mentoring programmes
    Yes/No/ Not aware

12. Does your organisation have employee engagement programmes
    Yes/No/ Not aware

13. Does your organisation execute employee welfare programmes
    Yes/No/ Not aware

14. Does your organisation have a transparent salary and Wage Administration System
    Yes/No/ Not aware

15. Does your organisation have job enrichment programmes
    Yes/No/ Not aware

16. Does your organisation practice Quality of Work life of employees
    Yes/No/ Not aware
17. Does your organisation have Human Resource Information System  Yes/No/Not aware

**Please state your answer in the order of your tendency to leave the current organisation to another organisation**

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<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agreement</th>
<th>Neutral</th>
<th>Disagreement</th>
<th>Strongly Disagree</th>
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<td>18. Prospects for better education</td>
<td>(1)</td>
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<td>19. Opportunity to stay with your spouse or family</td>
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<td>20. Chances of illness</td>
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<td>22. Disablement at work</td>
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<td>23. Opportunity for better promotion</td>
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<td>24. Opportunity Better pay offer</td>
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<td>25. Job opportunities that more satisfies your personal needs</td>
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<td>26. Opportunity for Better appreciation of your work</td>
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<td>27. Opportunity for Better recognition of your work</td>
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<td>28. Opportunity for More independence at workplace</td>
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<td>29. Opportunity for Escape from the current people</td>
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<td>30. Opportunity for Better working conditions</td>
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<td>31. Opportunity for better Relationship with supervisor</td>
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<td>32. Opportunity for better Relationship with management</td>
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<td>Opportunity for less Job stress</td>
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<td>Opportunity for less Monotonous work</td>
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<td>Opportunity for creativity</td>
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<td>Opportunity for more Non financial Rewards</td>
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<td>Opportunity for innovation</td>
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<td>Opportunity for more work life balance</td>
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<td>Opportunity for more team work</td>
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50. Opportunity for better working hours
   (1) (2) (3) (4) (5)

51. Opportunity for more communication
   (1) (2) (3) (4) (5)

52. Opportunity for better telecommunication facilities
   (1) (2) (3) (4) (5)

53. Opportunity for more Aggressive Recruitment by other organisations
   (1) (2) (3) (4) (5)

54. Opportunity for more Availability of Employment opportunities
   (1) (2) (3) (4) (5)

55. Opportunity for better Compensation
   (1) (2) (3) (4) (5)

56. Opportunity for more Scope for development
   (1) (2) (3) (4) (5)

57. Opportunity for Better career advancement
   (1) (2) (3) (4) (5)

58. Opportunity for more Employment security
   (1) (2) (3) (4) (5)

59. Opportunity for more Welfare measures
   (1) (2) (3) (4) (5)

60. Opportunity for more Fairness at work place
   (1) (2) (3) (4) (5)

61. Opportunity for more training
   (1) (2) (3) (4) (5)

62. Opportunity for better recruitment policy
   (1) (2) (3) (4) (5)

63. Opportunity for more incentives
   (1) (2) (3) (4) (5)

64. Opportunity for more career opportunities
   (1) (2) (3) (4) (5)

65. Opportunity for moving abroad
   (1) (2) (3) (4) (5)

66. Opportunity for more motivation
   (1) (2) (3) (4) (5)
67. Opportunity for better appropriate process
(1) (2) (3) (4) (5)

68. Opportunity for better appropriate tools and equipments
(1) (2) (3) (4) (5)

69. Opportunity for more support from managers
(1) (2) (3) (4) (5)

70. Opportunity for more support from management
(1) (2) (3) (4) (5)

71. Opportunity for more financial aid/ support
(1) (2) (3) (4) (5)

72. Opportunity for more holidays
(1) (2) (3) (4) (5)

**METHOD : Ranking** (Please rank the 18 items in the table on the order in which most suitable mechanisms to reduce turnover)

*Eg: Most Suitable: Rank 1, The least : Rank 18*

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Human Resource Practice</th>
<th>Rank</th>
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<tbody>
<tr>
<td>1</td>
<td>Recruitment Practices</td>
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Please state you answer for the HR Practices which are suitable to reduce turnover

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