CHAPTER – 7
BIBLIOGRAPHY AND APPENDICES
CHAPTER 7: BIBLIOGRAPHY AND APPENDICIES

INTERVIEW- QUESTIONNAIRE:

Introduction: This questionnaire is part of research study titled “Human Resource Management in Multi National Companies – A Case study in Indian IT Industry”. A study being conducted by me under the aegis of School of Commerce, Management and Computer Science, Sri Venkateswara University, Tirupathi. Your reply to this questionnaire is highly valuable and extremely important to assess and evaluate the HRM Practices in Indian IT Industry. Information given here will be kept confidential and used for academic purpose only. Individual’s identity will be kept confidential, if so desired.

1. I would like to know the “Mission” and “Vision” of your esteemed Company.
   a. A General Management perspective:
   b. Human Resource Management perspective:

2. Methods of Recruitment in your Esteemed Organization.
   a. Internal Methods:
      i. Transfers
      ii. Promotion
      iii. Upgrading
   b. External Methods:
      i. Press Advertisements.
      ii. Educational Institutions
      iii. Placement Agencies/Outsourcing
      iv. Employee Referrals
      v. Walk-in
      vi. E-Recruitment.

3. What is the Recruitment method for Fresher?
   a. External Method
   b. Internal Method.

4. What is the recruitment Method for Experienced professionals?
   a. External Method.
   b. Internal Method.

5. What is your selection process for Freshers?

6. What is your selection process for experienced professionals?
7. Do you have employee referral schemes?
   a. Yes.
   b. No.
8. Do you have a reward scheme for employee referrals.
   a. Yes.
   b. No.
9. May I Know your Training system.
   a. Technical
   b. Behavior
   c. Duration of the Training
      i. For Freshers
      ii. For Experienced professionals.
   d. Frequency of the Training.
   e. HR Development programs.
10. What is the importance that your company gives in the Training Program?
    a. Technical.
    b. Behavioral.
11. On what basis is the Training Need Analyzed in your organization?
    a. Employee Performance.
    b. Performance Counseling.
    c. Competency framework.
    d. Need Based.

Rate your Preference:
12. Areas covered in your Training Program.
    a. Designing.
    b. Maintenance services.
    c. The system develops.
    d. Software engineering.
    e. Network.
    f. Application Programming.
    g. Testing.
    h. ERP.
    i. Data Warehousing and Management.
    j. Any others, specify:
13. What is the common format for Training Programs in your organization?
    a. Computer Based Training.
    b. Internet Based Training.
    c. Lecturers.
    d. On-the-job Training.
    e. Mentoring.
f. Coaching.
g. Job Rotation.

14. What are the facilities provided in the Training Program?
   a. Accommodation facilities.
   b. Transport facilities.
   c. Canteen Facilities.
   d. Any Others, specify:

15. Effectiveness of the Training program in your organization normally evaluated by
   a. Observing the post Training performance.
   b. Reactional feedback of the Trainees.
   c. Trainees Survey.
   d. Productivity.
   e. Determining RoI.

16. What are the challenges you faced in the Training Programs.
   a. Scheduling.
   b. Cost.
   c. Rapid Changes.
   d. Infrastructure.
   e. Trained Trainers.
   f. Quality of content.
   g. Certification of Training Course.
   h. Effective Training evaluation.
   i. Post Training Support.

17. May I Know how employee appraisal is done in your Organization.
   a. Who will Appraise?
   b. What will be appraised?
   c. How frequently appraisal is done?
   d. How they are communicated to employees?

18. Do you have Succession Planning?
   a. Yes.
   b. No.

19. Do you have a formal mentoring system in your Organization?
   a. Yes.
   b. No.

20. Do you have a lateral move in your Organization?
   a. Yes.
   b. No.

21. Do you have a Common Career path in your Organization?
   a. Yes.
   b. No.

22. Do you have a Cross Functional Training in your Organization?
   a. Yes.
b. No.

23. Do you have Formal Education opportunities in your Organization?
   a. Yes.
   b. No.

24. Do you have Retirement preparation plans in your Organization?
   a. Yes.
   b. No.

25. What are the commonly observed Career planning problems?
   a. Career Plateaus.
   b. Dual Career couples.
   c. Generational differences.
   d. Psychological issues.
   e. Any other.

26. Do you think Retention of employees is the key factor, if yes why it is so important?

27. What is the attrition rate of your Organization?

28. In your observation what are the general reasons for attrition in your organization.

29. What strategies you follow to retain employees.
   a. Competitive Pay and Benefits.
   b. Good Working conditions.
   c. Advancement and growth opportunities.
   d. Work life Balance.
   e. Challenging Work.
   f. Autonomy.
   g. Succession Planning.

**** THANK YOU ****
Questionnaire

Demographic information:

Age:

Sex:

Experience:

Qualification:

Designation:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Questions</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Recruitment and Selection</strong></td>
<td></td>
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<tr>
<td></td>
<td><strong>RS1</strong> I am aware of recruitment and selection process of the company</td>
<td></td>
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<td></td>
<td><strong>RS2</strong> Company preferred internal recruitment for promotion</td>
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<td></td>
<td><strong>RS3</strong> Selection process is the best among the industry</td>
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<td></td>
<td><strong>RS4</strong> Selection of candidates in the company is fair and just</td>
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<td></td>
<td><strong>RS5</strong> Selection test are related to job</td>
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<td></td>
<td><strong>Training and Development</strong></td>
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<td></td>
<td><strong>TD1</strong> Do you agree that the training program in company delivered to you is an effective way to learn the matters?</td>
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<td><strong>TD2</strong> Do you agree that enough time was provided to learn about the subject covered in the training program?</td>
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<td><strong>TD3</strong> Do you think that the training leads to enhancement of your skill?</td>
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<td></td>
<td><strong>TD4</strong> Do you think that the knowledge and skills gained from the training program directly apply to your work?</td>
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<td></td>
<td><strong>TD5</strong> The training I receive is relevant to my job</td>
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<td>TD6</td>
<td>Training opportunities are available to everyone</td>
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<td>TD7</td>
<td>In my organisation training needs are a product of performance appraisal</td>
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<td>TD8</td>
<td>There are opportunities for me to cross-train and learn new skills</td>
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<td>TD9</td>
<td>The trainers used are knowledgeable and effective</td>
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<td>TD10</td>
<td>Training as a tool to improve performance in your organisation?</td>
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</table>

### Career Planning and Development

| CPD1 | I have the opportunity for career development within the company |
| CPD2 | I am encouraged to take the initiative in determining my own career development |
| CPD3 | My awareness of career alternatives has helped to clarify my career goals and means for achieving them. |
| CPD4 | A formal process to attain career development is important to me. |
| CPD5 | The Company provides opportunities for job enrichment, job rotation and job assignments |

### Performance Appraisal

<p>| PA1  | Pay raises are tied to one’s performance appraisal |
| PA2  | My supervisor explains to me the purpose of performance Appraisal |
| PA3  | Performance Appraisal is an educational tool |
| PA4  | Performance appraisal is a career development tool |
| PA5  | Performance appraisal is very meaningful to me |
| PA6  | The appraisal feedback communicated to respective employee |</p>
<table>
<thead>
<tr>
<th>PA7</th>
<th>The post appraisal feedback viewed seriously by the company</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA8</td>
<td>Are you satisfied with the appraisal system adopted currently</td>
</tr>
</tbody>
</table>

**Employee Retention Factors**

<table>
<thead>
<tr>
<th>SF1</th>
<th>Salary increment relates with the employee retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>LF2</td>
<td>Location preference affects the employee retention</td>
</tr>
<tr>
<td>SSF3</td>
<td>Salary structure of the company affects the employee retention</td>
</tr>
<tr>
<td>SaSeF4</td>
<td>Safety and security affects the employee retention</td>
</tr>
<tr>
<td>PBF5</td>
<td>Performance based growth relates with employee retention</td>
</tr>
<tr>
<td>ER6</td>
<td>Peer relationship affects the employee retention.</td>
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<tr>
<td>PRF7</td>
<td>Reward and recognition led to employee retention.</td>
</tr>
<tr>
<td>PrF8</td>
<td>Promotion affects the employee retention.</td>
</tr>
<tr>
<td>ResF9</td>
<td>Change of role and responsibility affects the employee retention.</td>
</tr>
<tr>
<td>JRF10</td>
<td>Job rotation affects the employee retention</td>
</tr>
</tbody>
</table>

**Employee Retention**

<table>
<thead>
<tr>
<th>ER1</th>
<th>I think a lot about leaving organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER2</td>
<td>I am actively searching for an alternative to the organisation</td>
</tr>
<tr>
<td>ER3</td>
<td>As soon as it is possible, I will leave the organisation</td>
</tr>
<tr>
<td>ER4</td>
<td>If I had another job offer that paid the same as the one I have, I’d leave here in a minutes.</td>
</tr>
</tbody>
</table>

**Organization Commitment**

<table>
<thead>
<tr>
<th>OC1</th>
<th>I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OC2</td>
<td>I talk up this organization to my friends as a great organization to work for</td>
</tr>
<tr>
<td>OC3</td>
<td>I would accept almost any type of job assignment in order to keep working for this organization</td>
</tr>
<tr>
<td>OC4</td>
<td>I find that my values and the organization’s values are very similar</td>
</tr>
<tr>
<td>OC5</td>
<td>I really care about the fate of this organization</td>
</tr>
<tr>
<td>OC6</td>
<td>For me this is the best of all possible organizations for which to work</td>
</tr>
</tbody>
</table>