Appendix A

Letter of Consent

January 2006

Samson Sam Gnanakkan
Adaikalamatha Institute of Management
(affiliated to Bharathidasan University)
Arun Nagar, Vallam, Thanjavur-6130 403
Email: info@hrpresearch.org

Dear Respondent,

I am a doctoral candidate under the guidance of Prof. Dr. A. Arulraj, Department of Management at AIM affiliated to Bharathidasan University, Tiruchirapalli, India.

I am interested in investigating the Information and Communication Technology (ICT) industry Professionals' Commitment, Organizational Citizenship, Overall Job Satisfaction and their moderating effects on the HR Practices - Turnover intention relationship. Results of the study I am conducting should help organizations in their efforts to identify and deploy high performance HR practices and in the retention of knowledge professionals and to understand the moderating effects of the Commitment, Organizational Citizenship, and Overall Job Satisfaction. Your input and participation are critical to the success of this study and I very much appreciate the time you take to complete the survey.

Your participation will involve answering few short questionnaires. This survey instrument should not take more than 20 minutes to complete. Your participation in his study is voluntary. The results of the research study may be published, but your name will not be used. There are no foreseeable risks or discomforts if you agree to participate in this study. Although there may be no direct benefit to you, your participation would, however, be greatly appreciated and crucial to the success of this research endeavor.

You can also contact me if you want to receive a copy of the study's results. I realize that you are very busy, and I very much appreciate the time you spend completing his survey. I request you to forward this email to your colleagues and this will strengthen this research.

If you have any questions concerning this research study, please contact me at +1-116-858-0386/+91-4362-278349 or my Research Guide Prof. Dr. A. Arulraj at svoor@yahoo.com. Thank you for your time, participation and assistance. I very much appreciate your willingness to help with this important research effort. Please start with the survey now by clicking on the Continue button below.

Canadian Respondents Continue Here  Indian Respondents Continue Here
Appendix B

Demographic questions for Indian respondents

To help us analyze the survey data, it is important that we have some background information about yourself. Please be assured that the information provided will not be disclosed to third parties and will not be traced back to you.

Name: ____________________________

Email id: ____________________________

Employer Name: ____________________________

Your job position: ____________________________

How many years have you been with your current employer? ____________

How many years have you been in your current/similar job (inclusive of present employment)? ____________

What is your annual equivalent salary, before tax and deductions? (in Rs) ____________

Please indicate your highest academic qualification: ____________________________

Please indicate your age (Completed yrs) : ____________________________

Gender: ____________________________

Marital status: ____________
Appendix C

Demographic questions for Canadian respondents

To help us analyze the survey data, it is important that we have some background information about yourself. Please be assured that the information provided will not be disclosed to third parties and will not be traced back to you.

Name: __________________________

Email id: ________________________

Employer Name: _________________

Your job position: ___________________

How many years have you been with your current employer? ____________

How many years have you been in your current/similar job (inclusive of present employment)? ______________

What is your annual equivalent salary, before tax and deductions? (in CAD $) ______________

Please indicate your highest academic qualification: ________________

Please indicate your age (Completed yrs): ________________

Gender: _______________

Marital status: ________
Appendix D

Organizational Commitment Scale (Meyer, Allen, & Smith, 1993)

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization.
4. I do not feel "emotionally attached" to this organization.
5. I do not feel like "part of the family" at my organization.
6. This organization has a great deal of personal meaning for me.
7. Right now, staying with my organization is a matter of necessity as much as desire.
8. It would be very hard for me to leave my organization right now, even if I wanted to.
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
10. I feel that I have too few options to consider leaving this organization.
11. If I had not already put so much of myself into this organization, I might consider working elsewhere.
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
13. I do not feel any obligation to remain with my current employer.
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
15. I would feel guilty if I left my organization now.
16. This organization deserves my loyalty.
17. I would not leave my organization right now because I have a sense of obligation to the people in it.
18. I owe a great deal to my organization.
Appendix E

Organizational Citizenship Behavior Scale
(Podsakoff et al. (1990) and Williams and Anderson (1991))

The statements below examine your attitudes towards your colleagues and your organization. Please indicate the extent to which you agree or disagree with them.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. I help colleagues who have been absent from work
2. I help colleagues who have heavy work loads
3. I am mindful of how my behavior affects other people’s job
4. I go out of way to help new employees
5. I take a personal interest in my colleagues’ job
6. My attendance at work is above the norm
7. I take undeserved breaks at work
8. I often complain about insignificant things at work
9. I tend to make “mountains out of molehills”
10. I adhere to informal rules devised to maintain order
11. I attend meetings that are not mandatory but considered important
12. I perform duties that are not required but which improve corporate image
Appendix F

Turnover Intention Scale,
(Cammann et al., 1983)

Please circle the one number for each question that comes closest to reflecting your opinion about it.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree 1</th>
<th>Slightly Disagree 2</th>
<th>Neutral 3</th>
<th>Slightly Agree 4</th>
<th>Agree 5</th>
<th>Strongly Agree 6</th>
</tr>
</thead>
</table>

1. I often think of leaving the organization
2. I will probably look for a new job in the next year
3. If I may choose again, I will choose to work for the current organization

Strongly Disagree | Strongly Agree

...
Appendix G

Overall Job satisfaction Scale
(Cammann et al., 1983)

Please circle the one number for each question that comes closest to reflecting your opinion about it.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1 In general, I do not like my job. 1 2 3 4 5 6 7
2 All in all, I am satisfied with my job. 1 2 3 4 5 6 7
3 In general, I like working here. 1 2 3 4 5 6 7

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Appendix H

HR practices Scale
(Conway, E., 2004)

The statements below examine your attitudes towards existing personnel practices within the company. Please indicate the extent to which you agree or disagree with them.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. The company makes every effort to attract and hire the most highly skilled people in the industry
2. Job seekers are more attracted to work for this organization than similar ones in the industry
3. The selection procedures used here (e.g. psychological tests, interviews) are effective in selecting the “right” people
4. The people who join this company “fit in” well with those already employed here
5. The company takes sufficient steps to ensure that new employees are aware of “how things are done around here”
6. Programmes organised by the company for new employees “settling in” are worthwhile
7. The overall “mission” of the company is well communicated to employees
8. Employees are given sufficient opportunities to participate in decisions which affect them
9. All important information about the company is communicated to employees
10. Any suggestions made by employees are taken seriously
11. Senior management are well informed about what people at lower levels do and think

1234567

232
12. More attitude surveys should be administered to let management know about how employees feel
13. Any disputes/grievances which employees have are dealt with satisfactorily
14. My job is designed in a way which enables me to make full use of my skills and abilities
15. My work goals are clearly defined
16. I am given sufficient freedom in deciding how I carry out my work
17. I am given sufficient opportunities to decide when I carry out my work (e.g. flexible working arrangements)
18. I have good opportunities to use my own ideas in my work
19. The work I perform is sufficiently varied and interesting
20. Employees receive sufficient training when they first join the company to help them understand their jobs
21. As a matter of policy, training and retraining opportunities are provided to all employees
22. Overall, I feel that the training I receive at present enables me to do my job efficiently
23. There are many opportunities to develop skills and/or qualifications whilst on-the-job
24. I am given the opportunity to develop a wide range of skills which can be used in other parts of the company
25. There are good opportunities to transfer to other areas/departments within the company
26. I feel I have all the opportunities I need to get promoted
27. Too many vacancies are filled by “external” candidates rather than those already employed here
28. I receive sufficient information regarding existing career paths and the ways in which a position can be reached
29. Being employed here for a long time will get you a promotion sooner than having good skills and performing well
30. In this company employees have to take responsibility for their own careers
31. There are good opportunities for employees to meet with their immediate managers to discuss aspects of their performance
32. I understand the basis upon which my performance is assessed
33. I am given regular feedback concerning my performance
34. I receive sufficient guidance on how aspects of my performance can be improved
35. I think that performance assessments rely too much on how much you achieve rather than how you achieve it (i.e. quantity v.’s quality)
36. I think that my overall performance assessment relies too much on how my team/department performs
37. I think that performance appraisals are just a form-filling exercise for supervisors / Team leaders
38. I feel I have a high degree of job security here
39. The skills which I have developed here, would be useful for a similar job in another organisation
40. Even if my job security were not high here, the skills which I have developed here would enable me to get a job elsewhere
41. I feel that the pay I receive accurately reflects the contribution I make here
42. My pay is fair compared to others doing a similar job in this organisation
43. My pay is fair compared to others doing a similar job in other similar organisations
44. I think that a greater proportion of the pay I receive should be linked to my performance
45. I am aware of the value of the benefits provided to me by the company
46. My benefits package compares favourably with what I would receive in other similar organisations
47. I have sufficient opportunities to decide on the type of benefits that I receive
48. The company provides its employees with adequate “life-style” benefits (e.g. childcare facilities, gymnasium etc)
49. I think that employees should be given more opportunity to share in the company’s profits
50. I think that employees who have been here for many years should receive recognition for being loyal to the company
51. There is not enough emphasis on team-working within the company
52. There are good opportunities for work groups or teams to meet and discuss aspects of their performance/work
Appendix I

Welcome page of the research website www.hrpresearch.org
Appendix J

Survey information page of the research website www.hrpresearch.org

MODERATING EFFECTS OF SOME IMPORTANT WORK OUTCOMES ON THE HR PRACTICES - TURNOVER INTENTION RELATIONSHIP AMONG THE ICT PROFESSIONALS

Aims and Objectives

The main aim of this research is to investigate the moderating effects of some important work outcomes on the HR practices - Employee Turnover Intentions. The research problem to be addressed in this research study is:

"Do the Organizational Commitment, Organizational Citizenship Behavior, and Overall Job Satisfaction moderate the HR Practices - Turnover Intention Relationship among the ICT professionals?"

The objectives of the current research are:

- To identify the effective HR practices needed to retain the ICT professionals
- To explore the moderating role of organizational commitment, organizational citizenship behavior and overall job satisfaction on HR practices - turnover intention relationship

Methodology

Research methods used in order to achieve the objectives of this PhD study is literature review and case studies.

For the literature review, in the first year, online published sources (journals, magazines, books and internet sources) were used. An online questionnaire was developed in order to collect the opinion of the ICT professionals in India. This questionnaire was designed after the initial consultations with the ICT industry HR experts and academicians. Currently, second year report of the research is finished.

Benefits/Expected Outcomes

Better knowledge about the HR Practices - Turnover intention relationship and the effect of some important work outcomes on this relationship.

Research Period

July, 2003 to Jul, 2007

All the items in the Questionnaire are used with permission from the respective authors and cited in the thesis.
Appendix K
Demographic questionnaire page for Canadian respondents at the research website www.hrpresearch.org

To help us analyze the survey data, it is important that we have some background information about yourself. Please be assured that the information provided will not be disclosed to third parties and will not be traced back to you.

Name
Email id
Employer Name

Your job position Application Developer If others

How many years have you been in your current position?
0 years

How many years have you been in your current similar job in the present case?
0 years

What is your annual equivalent salary before tax and deductions? (in Can $)
Below 40,001

Please indicate your highest qualification BSc/BCA if others

Please indicate your age
18

Gender

Marital status

Continue

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Appendix L

Demographic questionnaire page for Indian respondents at the research website
www.hrpresearch.org

To help us analyze the survey data, it is important that we have some background information
about yourself. Please be assured that the information provided will not be disclosed to third
parties and will not be traced back to you.

Name

Emp id

Employer Name

Tata Consultancy Services Ltd □ If others

Your job position

Application Developer □ If others

How many years have you been with your current employer? 0 □ 1 □ 2 □ 3 □ 4 □ 5 □ 6 □ 7 □ 8 □ 9 □ 10 □ Over 10 □ Other...

How many years have you been in your current/similar job (inclusive of present employment)? 0 □ 1 □ 2 □ 3 □ 4 □ 5 □ 6 □ 7 □ 8 □ 9 □ 10 □ Over 10 □ Other...

What is your annual equivalent salary before tax and deductions? $...

Below 10000 □ 10001 - 20000 □ 20001 - 30000 □ 30001 - 40000 □ 40001 - 50000 □ 50001 - 60000 □ 60001 - 70000 □ 70001 - 80000 □ 80001 - 90000 □ 90001 - 100000 □ Over 100000 □ Other...

Please indicate your highest qualification BSc/BCA □ If others

Please indicate your age 18 □ 19 □ 20 □ 21 □ 22 □ 23 □ 24 □ 25 □ 26 □ 27 □ 28 □ 29 □ 30 □ 31 □ 32 □ 33 □ 34 □ 35 □ 36 □ 37 □ 38 □ 39 □ 40 □ 41 □ 42 □ 43 □ 44 □ 45 □ 46 □ 47 □ 48 □ 49 □ 50 □ 51 □ 52 □ 53 □ 54 □ 55 □ 56 □ 57 □ 58 □ 59 □ 60 □ 61 □ 62 □ 63 □ 64 □ 65 □ 66 □ 67 □ 68 □ 69 □ 70 □ 71 □ 72 □ 73 □ 74 □ 75 □ 76 □ 77 □ 78 □ 79 □ 80 □ 81 □ 82 □ 83 □ 84 □ 85 □ 86 □ 87 □ 88 □ 89 □ 90 □ 91 □ 92 □ 93 □ 94 □ 95 □ 96 □ 97 □ 98 □ 99 □ 100 □ 101 □ 102 □ 103 □ 104 □ 105 □ 106 □ 107 □ 108 □ 109 □ 110 □ 111 □ 112 □ 113 □ 114 □ 115 □ 116 □ 117 □ 118 □ 119 □ 120 □ Over 120 □ Other...

Gender □ Male □ Female □ Other...

Marital status □ Single □ Married □ Divorced

Continue

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Appendix M
Organizational commitment questionnaire page at the research website
www.hrpresearch.org

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree strongly</th>
<th>Agree slightly</th>
<th>Neither</th>
<th>Disagree slightly</th>
<th>Disagree strongly</th>
<th>Disagree very strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) I would be very happy to spend the rest of my career with this organization</td>
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<tr>
<td>2) I really feel as if this organization’s problems are my own</td>
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<tr>
<td>3) I do not feel a strong sense of “Belonging” to my organization</td>
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<tr>
<td>4) I do not feel “emotionally attached” to this organization</td>
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<td>5) I do not feel like ‘part of the family’ in my organization</td>
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<td>6) This organization has a great deal of personal meaning for me</td>
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<tr>
<td>7) Right now, staying with my organization is a matter of necessity as much as desire</td>
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<td>8) It would be very hard for me to leave my organization right now, even if I wanted to</td>
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<td>9) Too much of my life would be disrupted if I decided I wanted to leave my organization now</td>
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<td>10) I feel that I have too few options to consider leaving this organization</td>
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<tr>
<td>11) If I had not already put so much of myself into this organization, I might consider working elsewhere</td>
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<tr>
<td>12) One of the few negative consequences of leaving this organization would be the scarcity of available alternatives</td>
<td></td>
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<tr>
<td>13) I do not feel any obligation to remain with my current employer</td>
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<td></td>
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<tr>
<td>14) Even if it were to my advantage, I do not feel it would be right to leave my organization now</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>15) I would feel guilty if I left my organization now</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16) This organization deserves my loyalty</td>
<td></td>
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<tr>
<td>17) I would not leave my organization right now because I have a sense of obligation to the people in it</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>18) I owe a great deal to my organization</td>
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</tbody>
</table>
Appendix N

Organizational Citizenship Behavior questionnaire page for the research website www.hrpresearch.org

The statements below examine your attitudes towards your colleagues and your organization. Please indicate the extent to which you agree or disagree with them.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
<th>Slightly Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) I help colleagues who have been absent from work</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) I help colleagues who have heavy work loads</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) I am mindful of how my behavior affects other people's job</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4) I go out of way to help new employees</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5) I take a personal interest in my colleagues' job</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6) My attendance at work is above the norm</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>7) I take undeserved breaks at work</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8) I often complain about insignificant things at work</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9) I tend to make &quot;mountains out of molehills&quot;</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10) I adhere to informal rules devised to maintain order</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11) I attend meetings that are not mandatory but considered important</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12) I perform duties that are not required but which improve corporate image</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

241
Appendix O

Overall Job Satisfaction and Turnover Intentions questionnaire page at the research website www.hrpresearch.org

Here are some statements about you and your job. How much do you agree or disagree with each?

1) I often think of leaving the organization

2) I will probably look for a new job in the next year

3) If I may choose again, I will choose to work for the current organization

4) In general, I do not like my job.

5) All in all, I am satisfied with my job.

6) In general, I like working here.

Continue
Appendix P

HR Practices questionnaire first page at the research website www.hrpresearch.org

The statements below examine your attitudes towards existing human resource practices within the company. Please indicate the extent to which you agree or disagree with them:

<table>
<thead>
<tr>
<th></th>
<th>strongly disagree</th>
<th>slightly disagree</th>
<th>neither agree nor disagree</th>
<th>slightly agree</th>
<th>strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>O O O O O O O O</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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The statements below examine your attitudes towards existing human resource practices within the company. Please indicate the extent to which you agree or disagree with them:

1) The company makes every effort to attract and hire the most highly skilled people in the industry
2) Job seekers are more attracted to work for this organization than similar ones in the industry
3) The selection procedures used here (e.g., psychological tests, interviews) are effective in selecting the "right" people
4) The people who join this company "fit in" well with those already employed here
5) The company takes sufficient steps to ensure that new employees are aware of "how things are done around here"
6) Programmes organised by the company for new employees "settling in" are worthwhile
7) The overall "mission" of the company is well communicated to employees
8) Employees are given sufficient opportunities to participate in decisions which affect them.
9) All important information about the company is communicated to employees
10) Any suggestions made by employees are taken seriously
11) Senior management are well informed about what people at lower levels do and think
12) More attitude surveys should be administered to let management know about how employees feel
13) Any disputes/grievances which employees have are dealt with satisfactorily
14) My job is designed in a way which enables me to make full use of my skills and abilities
15) My work goals are clearly defined
16) I am given sufficient freedom in deciding how I carry out my work

17) I am given sufficient opportunity to decide when I carry out my work (e.g. flexible working arrangements)

18) I have good opportunities to use my skills in my work

19) The work I perform is sufficiently varied and interesting

20) Employees receive sufficient training when they first join the company to help them understand their jobs

21) As a matter of policy, training and retraining opportunities are provided to all employees

22) Overall I feel that the training I receive at present enables me to do my job efficiently

23) There are many opportunities to develop skills and/or qualifications whilst on-the-job

24) I am given the opportunity to develop a wide range of skills which can be used in other parts of the company

25) There are good opportunities to transfer to other departments within the company

26) I feel I have all the opportunities I need to get promoted

27) Too many vacancies are filled by 'external' candidates rather than those already employed here

28) I receive sufficient information regarding existing career paths and the ways in which a position can be reached

29) Being employed here for a long time will get you a promotion sooner than having good skills and performing well

30) In this company employees have to take responsibility for their own careers

31) There are good opportunities for employees to meet with their managers to discuss aspects of their performance

32) I understand the basis upon which my performance is assessed

33) I am given regular feedback concerning my performance

34) I receive sufficient guidance on how a part of my performance can be improved

35) I think that performance assessments rely too much on how much you achieve rather than how you achieve it (i.e. quantity v's quality)
36) I think that my overall performance assessment relies too much on how my team/department performs.
37) I think that performance appraisals are just a form-filling exercise for supervisors / Team leaders.
38) I feel I have a high degree of job security here.
39) The skills which I have developed here, would be useful for a similar job in another organization.
40) Even if my job security were not high here, the skills which I have developed here would enable me to get a job elsewhere.
41) I feel that the pay I receive accurately reflects the contribution I make here.
42) My pay is fair compared to others doing a similar job in this organization.
43) My pay is fair compared to others doing a similar job in other similar organizations.
44) I think that a greater proportion of the pay I receive should be linked to my performance.
45) I am aware of the value of the benefits provided to me by the company.
46) My benefits package compares favorably with what I would receive in other similar organizations.
47) I have sufficient opportunities to decide on the type of benefits that I receive.
48) The company provides its employees with adequate "life-style" benefits (e.g. childcare facilities, gymnasium etc).
49) I think that employees should be given more opportunity to share in the company's profits.
50) I think that employees who have been here for many years should receive recognition for being loyal to the company.
51) There is not enough emphasis on team-working within the company.
52) There are good opportunities for work groups or teams to meet and discuss aspects of their performance/work.
Appendix Q

SCORING PROCEDURES
In this study for the all questions other demographic section, seven-point scale was used by the researcher namely, Strongly Disagree (1 point), Disagree (2 points), Slightly Disagree (3 points), Neutral 4(points), Slightly Agree (5 points), Agree (6 points), Strongly Agree (7 points). The following are minimum and maximum scores and the mean for the instruments used in this study.

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<th>Maximum Score</th>
<th>Mean</th>
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<td>Continuance Commitment</td>
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