QUESTIONNAIRE-A
(for IT professionals)

Dear Respondent

You are requested to respond to the statements in the following questionnaire. The statements are related to motivation and job satisfaction in IT organizations. Your responses are of great importance as this survey forms part of a study of the aspects mentioned above. I therefore value your co-operation very highly. On the following pages you will find several kinds of questions. Different instructions will precede the various sets of statements. Please follow the instructions carefully. It should not take you more than 20 minutes to complete the entire questionnaire. Please ensure that you respond to every question. There is no right or wrong answers to any questions. I am only interested in your personal opinions. The "right" answer to any question is your frank and truthful response. Your answers will be treated in strict confidence and will only be used for research purposes. Your name should not appear anywhere on this document.

Please complete the following biographical information. This information will only be used for statistical purposes.

PART - A

Your age: < 20 years, 20 - 40 years, > 40 years
Educational qualifications: _______________
Total experience: ____________ years
Marital status: married/unmarried
Family profile: nuclear, medium, large
Family education: ____________
Family occupation: ____________
Sex: male/female
Number of dependents: __________
Time on job: ____________
Type of work: _______________
Skill required: ____________
Occupation status: __________
Size of organization: __________

Your company status: __________
For how long you have been in this career? __________
For how long you have been in this company/position? __________
Please the complete name and address of your organization __________
Hiring

What is the best way to find a high-tech job today?

1. Randomly mail out resumes to employers.
2. Target marketing to companies that you’ve researched who have a problem you can solve.
3. Answer ads in professional or trade journals appropriate to your field.
4. Answer ads in newspapers in other parts of the province/state/country.
5. Answer ads in local papers.
6. Contact headhunters or personnel recruitment firms.
8. Knock on doors in a business park or office building.
9. Call companies from the Yellow Pages.
10. Job Hunter's Club
11. Job fair
12. search for Web sites

If you were going to hire a new employee in today’s economy, what qualities or characteristics would you be looking for?

What swayed your decision to join the company you are working in?

Opportunity to work with specific technologies ______
Convenience-location ______
Growth ______
Benefits ______
Caliber of staff ______
Less pressure ______
Opportunity to specialize-New career ______

How important for you these attributes are for getting a job in this organization?

<table>
<thead>
<tr>
<th>HIGHLY IMPORTANT</th>
<th>IMPORTANT</th>
<th>CAN'T SAY</th>
<th>NOT IMPORTANT</th>
<th>HIGHLY UNIMPORTANT</th>
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<td>Leadership, Planning, and Communications</td>
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<td>Corporate Culture</td>
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<td>Working Conditions</td>
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<td>Employee's Role</td>
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<td>Recognition and Rewards</td>
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<td>Supervisor Ratings</td>
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<td>Employee Suggestions for Improvement</td>
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<td>Company's Image</td>
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<td>Job Content/Career Development</td>
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<td>Work Climate/Organization Culture</td>
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<td>Training &amp; Development</td>
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</table>
Interpersonal Relationships
Performance Appraisal System

How satisfied are the employees on each of these?
HIGHLY SATISFIED SATISFIED CAN'T SAY DIS SATISFIED HIGHLY DISSATISFIED

Leadership, Planning, and Communications
Corporate Culture
Teamwork and Cooperation
Working Conditions
Employee's Role
Recognition and Rewards
Supervisor Ratings
Training
Employee Suggestions for Improvement
Company's Image
Job Content/Career Development
Compensation and Benefits
Job Security/Stability
Facilities/Resources/Support
Technology
Work Climate/Organization Culture
Training & Development
Interpersonal Relationships
Performance Appraisal System

COMPENSATION

Below presented are the financial incentives that the information technology companies provide to the IT professionals:
Please check each of the financial incentive carefully and express your opinion with regard to your company at one point of the scale ranging from MINIMUM on the left side to MAXIMUM on the right side along three reference criterion viz.

How much is there now?
How much should there be?
How important is this to you?

BONUS STRUCTURE

1. How much is there now?
   (MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

2. How much should there be?
   (MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

3. How important is this to you?
   (MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

INCENTIVE STRUCTURE

1. How much is there now?
2. How much should there be?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

3. How important is this to you?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

BASE SALARY STRUCTURE

1. How much is there now?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

2. How much should there be?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

3. How important is this to you?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

BENEFITS PROVIDED

1. How much is there now?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

2. How much should there be?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

3. How important is this to you?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

PERKS

1. How much is there now?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

2. How much should there be?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

3. How important is this to you?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

COMMISSION STRUCTURE

1. How much is there now?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

2. How much should there be?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

3. How important is this to you?
   (MINIMUM) _____  _____  _____  _____  _____  (MAXIMUM)

QUIZZES AND COMPETITION PRIZES STRUCTURE

iv
1. How much is there now?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
2. How much should there be?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
3. How important is this to you?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)

ELABORATE LOAN SCHEME STRUCTURE

1. How much is there now?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
2. How much should there be?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
3. How important is this to you?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)

EQUITY PARTICIPATION SCHEMES

1. How much is there now?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
2. How much should there be?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
3. How important is this to you?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)

REWARD STRUCTURE: CASH, TRAVEL, MERCHANDISE ETC.

1. How much is there now?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
2. How much should there be?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
3. How important is this to you?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)

CASH AND KIND GIFTS

1. How much is there now?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
2. How much should there be?
   (MINIMUM) _____ _____ _____ _____ (MAXIMUM)
3. How important is this to you?
Below presented are the financial incentives that the information technology companies provide to IT professionals: Please check each of the financial incentive carefully and express your opinion with regard to your company at one point of the scale ranging from MINIMUM on the left side to MAXIMUM on the right side along three reference criterion viz.

How much is there now?
How much should there be?
How important is this to you?

CASH INCENTIVE

1. How much is there now?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

2. How much should there be?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

3. How important is this to you?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

TRAVEL INCENTIVE

1. How much is there now?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

2. How much should there be?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

3. How important is this to you?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

MERCHANDISE INCENTIVE

1. How much is there now?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

2. How much should there be?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

3. How important is this to you?
   (MINIMUM) ___ ___ ___ ___ ___ ___ (MAXIMUM)

DINNER INCENTIVE

1. How much is there now?
2. How much should there be?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

3. How important is this to you?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

FAMILY OUTING INCENTIVE

1. How much is there now?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

2. How much should there be?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

3. How important is this to you?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

RECOGNITION IN DEPARTMENTAL OR COMPANY PARTY INCENTIVE

1. How much is there now?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

2. How much should there be?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

3. How important is this to you?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

ISSUANCE OF CERTIFICATE INCENTIVE

1. How much is there now?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

2. How much should there be?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

3. How important is this to you?
(MINIMUM) _____ _____ _____ _____ _____ (MAXIMUM)

----------------------------------------

PAY SATISFACTION:

Pay Satisfaction:
Cite your opinion on any one of the five point scale of satisfaction:
1 = not at all satisfied, 2 = not satisfied, 3 = can't say, 4 = satisfied, 5 = highly satisfied

My current salary
My overall level of pay
Size of my current salary
My take-home pay
My benefit package
The value of my benefits
Amount the company pays toward my benefits
The number of benefits I receive
My most recent raise
Influence my supervisor has over my pay
The raises I have typically received in the past
How my raises are determined
The company’s pay structure
Information the company gives about pay issues of concern to me
Pay of other jobs in the company
Consistency of the company’s pay policies
Differences in pay among jobs in the company
How the company administers pay

Please specify your opinion regarding the satisfaction on one point of the scale with respect to various components of pay:

<table>
<thead>
<tr>
<th>Component</th>
<th>VERY SATISFIED</th>
<th>SATISFIED</th>
<th>CAN'T SAY</th>
<th>DISSATISFIED</th>
<th>VERY DISSATISFIED</th>
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<td>BONUS STRUCTURE</td>
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<td>INCENTIVE STRUCTURE</td>
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<td>BASE SALARY STRUCTURE</td>
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<td>QUizzes and Competition Prizes Structure</td>
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<td>ELABORATE LOAN SCHEME STRUCTURE</td>
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<tr>
<td>EQUITY PARTICIPATION SCHEMES</td>
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<tr>
<td>REWARD STRUCTURE: CASH, TRAVEL, MERCHANDISE ETC.</td>
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<tr>
<td>CASH AND KIND GIFTS</td>
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</table>
Below presented are the non-financial incentives that the information technology companies provide to the IT professionals:

Please check each of the statements carefully and express your opinion with regard to your company at one point of the scale ranging from 'HIGHLY TRUE' on the left side to 'NOT AT ALL TRUE' on the right side along three reference criterion viz.

NON-FINANCIAL TEST ITEMS

Status Pay/Appreciation Pay/recognition Pay

1. My boss is careful to make well known to me and to others the things that I am able to do better than other people.

HIGHLY TRUE _________________________ NOT AT ALL TRUE

Privilege Pay

1. My boss places value on my professional and technical opinion and really wants me to freely express my opinions about operating problems.

HIGHLY TRUE _________________________ NOT AT ALL TRUE

2. The frequency with which I am on a man-to-man basis with my boss, rather than on a superior-subordinate basis.

HIGHLY TRUE _________________________ NOT AT ALL TRUE

Power Pay

1. The customer accounts in my territory are under my exclusive jurisdiction. In a sense, they are considered as "belonging to me." No one else from my company would call on these accounts without notifying me beforehand.

HIGHLY TRUE _________________________ NOT AT ALL TRUE

2. The number and variety of products I carry.

HIGHLY TRUE _________________________ NOT AT ALL TRUE

3. The number of customer accounts which I have.

HIGHLY TRUE _________________________ NOT AT ALL TRUE
4. The amount of influence I have on decisions about the granting of credit to my customers.

HIGHLY TRUE _______ _______ _______ _______ _______ NOT AT ALL TRUE

5. The amount of influence I have on decisions concerning delivery time of products to my customers.

HIGHLY TRUE _______ _______ _______ _______ _______ NOT AT ALL TRUE

6. The amount of influence I have on a decision about the type and number of products to offer my customers.

HIGHLY TRUE _______ _______ _______ _______ _______ NOT AT ALL TRUE

7. The amount of influence I have on a decision concerning the price to charge a customer.

HIGHLY TRUE _______ _______ _______ _______ _______ NOT AT ALL TRUE

What does it take to retain good staff?

i. Job satisfaction
   ii. Wanting to come to work
   iii. Able to meet work goals
   iv. Clear idea of job responsibilities and expectations
   v. Clear idea of chain of command
   vi. Clear indication of pay scale and policy
   vii. Learning opportunities/training
   viii. Opportunities for upward mobility
   ix. Periodic reevaluation of performance (30, 60, 90 days, not just 90)
   x. Recognition-$, positive feedback
   xi. Respect
   xii. Ability to work on new technology
   xiii. Ability to develop skills
   xiv. To be thought of as a contributor/not an idiot
   xv. Ability to take classes (for job and personal growth)
   xvi. Ability to share expertise
   xvii. Clear/easy way to "get things done" - reduce bureaucracy
   xviii. Sense of vested interest in your work
   xix. Communication
   xx. Better use of time-less meetings
   xxi. Flex time/telecommuting

What things would influence you to leave this organization?

I. Poor management
II. Micro-managing  
III. Bad attitude-management/staff  
IV. Organization/management-Lack of vision/goals  
V. Organization/management-Lack of priorities  
VI. Lack of resources  
VII. Management that doesn't protect employees from politics  
VIII. Lack of human understanding  
IX. Low Salaries  
X. Low morale (result of all of the above)  

What key HR issues should the team consider in the future?  

Used Priority Rating Points: First Priority=5 points, Second Priority = 4 points,  
Third Priority = 3 points  

a) Clear indication of pay  
b) Starting salary rates  
c) Flex time/telecommuting  
d) Childcare-time for employees to meet their childcare needs  
e) Upgrading the physical work environment  
f) Hiring practices  
g) Have a space for the person you hire  
h) Develop a packet for new employees  
i) Creating opportunities to advance technical expertise for ALL staff  
j) Training for current job  
k) Educational Benefits-children  
l) Reputation-Efficiency and high morale  
m) Equipment provided for home  
n) State of the art office equipment  
o) Professional/pleasant environment  
p) Air/temp, quality and control  
q) Modern furniture  
r) Space  
s) Latest Technology  
t) Growth in personal technical expertise  
u) Salary competitive/room for growth  
v) Multitude of career opportunities  
w) Flexibility-hours  
x) Telecommuting  
y) Training toward advancement  
z) Pay for performance (reward for good job)  
aa) Expertise of co-workers  
b) Signing bonus  
cc) Car  
dd) Staff sabbatical  
ee) Flexibility - ability to take advantage of benefits offered  
ff) Compensation for “above & beyond”  
gg) Honor humanity  
hh) Professional management team  
i) Encourages employees  
jj) Empathetic  
kk) Mentoring  

xi
What does it take to retain good staff?

a) Challenging Job
b) Independence
c) Trust-from/for management
d) Respect-from/for management and colleagues
e) Seeing organization as team (your problem matters)
f) Growth within your field
g) Equity of workload
h) Equitable treatment (consistent policies, no favorites)
i) Organization that looks outward (corporate or higher ed)
j) Reduction in bureaucracy
k) Healthy moral

What things would influence you to leave this organization?

i. Stuck in 'dead end' job
ii. Philosophical differences with management in technical approach
iii. More professional growth elsewhere
iv. Low morale
v. "Topped-out" salary
vi. Excessively stressful environment
vii. "No change to a bad situation"
viii. Poor management
ix. Lack of growth opportunities
x. Poor leadership (own agenda, no communication, etc.)
xi. Inability to get what you need for job

SURVEY QUESTIONNAIRE FOR JOB SATISFACTION

TICK AT APPROPRIATE PLACE

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<thead>
<tr>
<th>Satisfaction with salary</th>
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<tbody>
<tr>
<td>Very satisfied</td>
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<td>Somewhat satisfied</td>
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<tr>
<td>Neither satisfied nor dissatisfied (or not answered)</td>
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<tr>
<td>Somewhat dissatisfied</td>
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<td>Very dissatisfied</td>
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<tr>
<th>Frequency and amount of bonuses</th>
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<tr>
<td>Very satisfied</td>
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<td>Somewhat satisfied</td>
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<td>Area</td>
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<td>---------------------------------------------------</td>
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<tr>
<td>Connection between pay and performance</td>
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<td>Opportunities to discuss career goals</td>
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<td>Opportunities for advancement</td>
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<td>Opportunities to use new technologies</td>
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<td>Opportunities for interesting projects</td>
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<tr>
<td>Workload</td>
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<td>Company-sponsored training and seminars</td>
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Note: The table includes options for satisfaction levels: Very satisfied, Somewhat satisfied, Neither satisfied nor dissatisfied, Somewhat dissatisfied, Very dissatisfied.
<table>
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<tr>
<th></th>
<th>Somewhat satisfied</th>
<th>Neither satisfied nor dissatisfied (or not answered)</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
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<td>Relationship with users</td>
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<td>Ability to influence decisions that affect you</td>
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<td>Ability to influence decisions that affect your department</td>
<td>Very satisfied</td>
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<tr>
<td>Ability to influence day-to-day company success</td>
<td>Very satisfied</td>
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XV
<table>
<thead>
<tr>
<th>Area</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
<th>Relationship with your manager</th>
<th>Somewhat satisfied</th>
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<td>Relationship with users</td>
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</table>

Turnover intentions (TI)
1. How often do you feel like quitting your job in this organization?
2. How likely is it that you will actually leave your organization within the next year?

Affective commitment (AC)
1. I really feel as if my organization’s problems are my own
2. I do not feel a strong sense of belonging to my organization (reverse)
3. My organization has a great deal of personal meaning for me
4. I feel emotionally attached to the strategic choices of my organization
5. The values advocated by top management are aligned with my own (removed)

Continuance commitment (CC)
1. It would be very hard for me to leave my organization right now even if I wanted to
2. It would be too costly for me to leave my organization now
3. Too much in my life would be disrupted if I decided to leave my organization now
4. I feel I have too few options to consider leaving my organization
5. One of the few serious consequences of leaving my organization is the scarcity of current alternatives (removed)

Citizenship behaviors (OCB)
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

Recognition practices (REC)
1. Employees’ suggestions are seriously taken into consideration
2. In my work unit follow-ups are regularly given to employees concerning prior suggestions they had made
3. When an employee does good quality work, his colleagues regularly show him their appreciation
4. In my work unit, supervisors use different ways to recognize in a tangible way the employees’ efforts (e.g., tickets for cultural or sports events; free diners at restaurants)
5. In my work unit employees receive recognition in writing from their supervisors (e.g., memos)
6. In my work unit supervisors regularly congratulate employees in recognition of their efforts.

Procedural justice practices (PJ)
1. The criteria used to grant promotions are clearly defined
2. Employees do not exactly know how to obtain a promotion (reverse)
3. Promotions are fundamentally determined by unfair political games (reverse)
4. The criteria used to grant pay raises are known from employees
5. Management is transparent in terms of compensation management
6. In my work unit the criteria used to grant pay raises are clearly defined

Distributive justice practices (DJ)
1. I estimate my salary as being fair internally
2. My salary is fair in comparison with what is offered for a similar job elsewhere
3. In my work unit, our supervisors hand out mandates in a fair manner (removed)
4. In my work unit employees consider that their compensation level reflects adequately their level of responsibility in the organization
5. The pay increases and/or bonuses I received in the last two years reflect adequately my recent performance evaluations
Empowerment practices (EMP)
1. A great latitude is given to employees for the organization of their work (e.g., work schedules)
2. Employees in my work unit have a lot of autonomy in regard to project management
3. In my work unit employees have a great deal of liberty in the conduct of their work
4. Employees in my work unit are extensively involved in key decision-making (e.g., recruiting, technological investments) (removed)

Competence development practices (CD)
1. Employees have the possibility to develop their skills in order to increase their chances of being promoted
2. Employees have the possibility to rotate jobs to develop their skills
3. Several professional development activities (e.g., coaching, training) are offered to employees to improve their skills and knowledge
4. Managers encourage employees to apply their new abilities and skills in the context of their daily work
5. Proficiency courses such as specialized technical courses and professional certifications are encouraged by management
6. I am able to apply my new skills in my work

Work-life policies (WL)
1. I often feel like there is too much work to do (reverse)
2. My organization provides work conditions (e.g., flexible schedules, child care facilities, telecommuting programs) which take into account the emergent needs of employees
3. My work schedule in often in conflict with my personal life (reverse)
4. My job affects my role as a spouse and/or a parent (reverse)
5. My job has negative effects on my personal life (reverse)
QUESTIONNAIRE - B (for Managers)

<table>
<thead>
<tr>
<th>Core IT company</th>
<th>Non-IT company</th>
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<tbody>
<tr>
<td>Public sector</td>
<td>Private sector</td>
</tr>
</tbody>
</table>

PART - A

YOUR AGE: < 20 years, 20 - 40 years, > 40 years
EDUCATIONAL QUALIFICATIONS: ________________
TOTAL EXPERIENCE: ____________YEARS
MARITAL STATUS: married/unmarried
FAMILY PROFILE: nuclear, medium, large
FAMILY EDUCATION: ____________
FAMILY OCCUPATION: ____________
SEX: MALE/FEMALE
NUMBER OF DEPENDENTS: ____________
TIME ON JOB: _________________
TYPE OF WORK: Engineering __ HR __ Marketing ____ Administrative ____
SKILL REQUIRED: _______________
OCCUPATION STATUS: Executive_______ Non-executive _________
SIZE OF ORGANIZATION: small ____ medium ______ large ______

YOUR COMPANY STATUS: ________________
FOR HOW LONG YOU HAVE BEEN IN THIS CAREER? ______________
FOR HOW LONG YOU HAVE BEEN IN THIS COMPANY/POSITION? ______________
PLEASE THE COMPLETE NAME AND ADDRESS OF YOUR ORGANIZATION _______________

Please specify the number of employees (year wise) recruited in the organization:

Functional Areas in Information Technology

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<tr>
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<tbody>
<tr>
<td>Technical Support</td>
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<td>Others</td>
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<tr>
<td>Enterprise systems</td>
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<tr>
<td>Database development/administration</td>
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<tr>
<td>Web development/administration</td>
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</table>
Cite the qualifications sought after by your organization

<table>
<thead>
<tr>
<th>Functional Areas in Information Technology</th>
<th>Essential</th>
<th>Desirable</th>
<th>Preferred</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>Programming/Software Engineering</td>
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<tr>
<td>Technical Support</td>
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<tr>
<td>Others</td>
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<tr>
<td>Web development/administration</td>
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<tr>
<td>Network design/administration</td>
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<tr>
<td>Digital media</td>
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<tr>
<td>Technical writing</td>
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</table>

Cite what sources your organization employs to recruit employees?

<table>
<thead>
<tr>
<th>Functional Areas in Information Technology</th>
<th>Essential</th>
<th>Desirable</th>
<th>Preferred</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>Advertise in newspapers/journals/trade magazines etc.</td>
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<tr>
<td>Use the services of recruiting agency</td>
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<tr>
<td>Accept online queries</td>
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<tr>
<td>Job fairs/career fairs</td>
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<td>On-campus interviews</td>
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<tr>
<td>Publishing on the web</td>
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<tr>
<td>In-house recruiting agency</td>
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<tr>
<td>Job placement centers</td>
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<tr>
<td>Job Boards</td>
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</table>

Cite problems of recruitment, if any
Lack of required experience
Lack of required technical skills
Poor-quality applicants, generally
Wanted more pay than could be offered
No applicants
Image of sector
Applicant unable to accept due to high living cost in area
Poor attitude, eg motivation
Lack of required formal qualifications
Poor interpersonal skills
Losing staff to different industries
Losing staff to different occupations
Image of employer
Other

Do you go for publicizing vacancies internally as well?
Do you go for offshore jobs as well?
What is the best way to find a high-tech job today?
What are the selection methods adopted in your organizations?
(Tick as many if more than one method is adopted)

Selection Methods

Interviews
Application forms
CVs and/or letters of application
References
Tests of specific skills
Literacy and/or numeracy tests
Personality questionnaires
General ability tests
Assessment centres
Competency-based selection
Telephone interviews
Work sampling
Biodata
Tests carried out by telephone
Online testing
Handwriting analysis
Other
Attitude to Electronic Recruitment

Below presented are some of the statements concerning your attitude towards electronic recruitment. There is nothing wrong or right. Please pinpoint your agreement on any one point of the scale.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Internet is really improving our recruitment process</td>
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<tr>
<td>Our company website is an important marketing tool in attracting applicants</td>
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<tr>
<td>Electronic recruitment is most useful when recruiting new graduates</td>
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<td>Electronic recruitment will replace paper-based applications in the future</td>
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<tr>
<td>Electronic recruitment is frustrating, costly and time-consuming</td>
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<tr>
<td>Using the Internet results in duplication of effort on our part</td>
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<tr>
<td>Job boards are a waste of money and result in poor-quality applicants</td>
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<tr>
<td>The Internet, intranet and e-mail are really useful recruitment tools</td>
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<tr>
<td>We receive too many unsuitable applicants using electronic recruitment</td>
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<tr>
<td>We receive too few or no applicants using electronic recruitment</td>
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<tr>
<td>Using the Internet, intranet and e-mail for recruitment is very cost effective</td>
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</table>

Changes to Recruitment and Selection

Please cite the changes that have been made in recruitment and selection in context of your organization.

<table>
<thead>
<tr>
<th>Introduced</th>
<th>Improved</th>
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<tbody>
<tr>
<td>Recruitment practices</td>
<td></td>
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<tr>
<td>Speeding up recruitment processes</td>
<td></td>
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<tr>
<td>Offering candidates extra ways of applying (eg by e-mail)</td>
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<tr>
<td>Recruiting in foreign countries and bringing the staff here</td>
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<tr>
<td>Being more flexible in the methods used to obtain applications</td>
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<tr>
<td>Being more flexible in the criteria used to select staff to appoint</td>
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<tr>
<td>Reward</td>
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<tr>
<td>Increasing starting salaries or benefits packages for recruits</td>
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<tr>
<td>Giving golden hellos (eg paying off student loans)</td>
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<tr>
<td>Market supplements or regional payments</td>
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<tr>
<td>Relocation expenses for recruits moving to the area</td>
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<td>Bounty payments to staff for introducing candidates</td>
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<tr>
<td>Other</td>
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<tr>
<td>Outsourcing activities to externals, instead of using internal staff</td>
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<tr>
<td>Offering flexible hours of work</td>
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<td>Other</td>
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</tbody>
</table>
Retention Practices at IT Organizations

Please specify the retention practices followed at your organization:

- Through training and development
- Promoting image as good employer
- Increased pay
- More flexible hours of work
- Opportunities for promotion
- Family-friendly benefits beyond legal minimum
- Opportunities for sideways job moves
- Improved benefits
- Redesigning jobs to be more satisfying
- Offered career management
- Offered coaching
- Keeping in touch with ex-employees
- Offered sabbaticals
- Other

Attitudes to Retention related Issues

Below presented are some of the statements concerning attitudes towards retention related issues. Please pinpoint your agreement on any one point of the scale:

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Retaining younger employees (ie those aged 16-35 years) has become more difficult in the past five years
Employees are becoming less loyal to their employers and more focused on their own careers
Our older staff (ie those aged over 50 years) are increasingly involved with domestic care responsibilities
Work-life balance issues are at the heart of our recruitment and retention policies

Specify yearwise the annual raises in the following for your organization:

<table>
<thead>
<tr>
<th>PAY COMPONENT</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
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<tbody>
<tr>
<td>BONUS STRUCTURE</td>
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<td>INCENTIVE STRUCTURE</td>
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<td>BASE SALARY STRUCTURE</td>
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<td>BENEFITS PROVIDED</td>
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<td>PERKS</td>
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<td>COMMISSION STRUCTURE</td>
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INTERVIEWS

List of Questions

- Were you able to hire the requisite number of IT professionals in the last so many years? If yes how many? If no Why?
- What are your estimates for next 12 months for each category of IT professional?
- What is your current strategy for compensating IT employees? In other words, is it solely based on position and years of service or does it also consider performance and competency/skill level?
- Is your Institution considering any changes in the compensation strategy for IT staff? If so what changes are you considering?
- Have you looked at performance-based strategies or broad banding?
- If you’re taking one of these routes, what process are you using to move in this direction? That is, who is involved, is there a committee structure, what is your time frame, and is it working?
- Are you using an outside agency or consulting group to assist in the process?
- Is or was a change in strategy implemented University-wide or only in IT? That is, are you treating IT positions differently or have you taken any special steps given the current IT recruitment and retention issues? We’re assuming this has also been a problem at your institution or is this not the case?
- To what extent are market factors taken into consideration for compensation? Is "market" considered from an industry or higher education perspective or both?
- Have you taken any other steps to improve IT recruitment and retention, for example: sign on bonuses, referral bonuses, special perks, etc.? Please specify.
- Would you be willing to share your salary information for IT job titles or any reports, strategies, job descriptions, etc. that came out of the process?
- Would you mind if we contacted you or someone else for further information?
- What title structure do you use?
- Are there any special compensation changes in skill level?
• Do you institute any training policy?
• Do you use term contracts for your staff? Are there inequities in your current system? How are these dealt with?
• Are the titles broad enough?
• What sort of timeframe is (or was) instituted for implementing the new HR system (broad banding and/or performance based strategy)?
• Are head hunter agencies used to recruit staff?
• Are there different bands or tracks for the technical and management leadership?
• Is a review committee in place at your institution?
• What are the different ways you determine base salary?
• How do you measure performance?