

APPENDIX A

DELPHI STUDY: FIRST ROUND QUESTIONNAIRE

Dear sir/madam

Thank you for accepting to participate in this study. This questionnaire is designed “Human Resource Management practice on retention of employees in information technology sector” The procedure for this study is Delphi study; It consists of three electronic mailed surveys. The results of each round will be analysed and feed back to the respondents, who will then be asked to review their opinions in light of the overall results. The first round survey consists of open-ended questions designed to elicit expert opinions regarding HR factors that convince the retention of employees of IT Industries. Please answer as fully as possible. The questionnaire that you response will be kept strictly confidential Thank you very much for your co-operation. Kindly return via E-mail to vijanbu@gmail.com

Section A

1. How do IT industry employees differ from other types of service sector employee?

2. How would you classify Multi National Company with IT employee?

3. How are the HRM practices of IT organisation retaining their employees?

4. Identify the HRM factors retaining a valuable employee of IT organisation:-.

5. How does the Human Resource team play important role in employee retention?

6. How do HRM executives describe the different employment modes, employment relationship and HR structure?

7. How does motivation play an important role in employee satisfaction and eventually employee retention?

8. How does the organisation apply new strategies to retain individual employees?

9. What are the benefits offered by IT companies for retain employees.

10. Mention the perceptions of IT company's employee's career development in their organisation:-

Section B

1. Name
2. Current PositionDesignation
3. Type of Industry.....Year of experience
4. Highest Qualification
5. Total employee strength of your organisation
6. Age
7. Gender. Male/Female.

Second Round Questionnaire

Dear sir/madam,

Thank you very much for responding to the First round of Delphi Questionnaire. I greatly appreciate your organization and your help in furthering this research challenge. Your comments will be very useful and your responses to the questions have enabled me to move to the next round of the study. This is the second round questionnaire about “Human Resource Management practice on retention of employees in Information Technology sector” special reference to IT employees in Bangalore. I wish to assure you again that all information provided through this survey would be handled with strict confidentiality and reported in a way so as to preserve the secrecy of the respondents. Please complete all the questions. The completed questionnaire can be returned by mail to the following address. vijanbu@gmail.com.

The following set of questions consist your experience with the human resource practice at the company. Please select your response below and enter the corresponding number in the space to the left side of each question.

1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree

Section A

1. To what extent Career development practice initiated in your organisation

Sl. No	Categories of Human Resource practice outcome of IT Industry employees	1	2	3	4	5
1	I am applying scientific concepts and theories to the solution of Problems	1	2	3	4	5
2	My organisation tasks consist of carrying out technical work connected with the application of concepts and operational methods.	1	2	3	4	5
3	My organisation Possess competencies that are exclusive	1	2	3	4	5
4	I am supportive to the organisational demands , culture , vision & mission for getting success	1	2	3	4	5
5	My involvement and active participation the essential Tasks,	1	2	3	4	5
6	My contribution provides skills and knowledge to ensure the success of the organisation, sequence plan.	1	2	3	4	5
7	I am satisfied with attractive attitude, friendly relationship, 24X7 support, Flexi schedules, Night shifts, and work from home.	1	2	3	4	5
8	I got global exposure and practice while working from India	1	2	3	4	5
9	I got on-site experience, Innovative talent, professional satisfaction	1	2	3	4	5
10	I fulfil the resources to a competitive edge to the organisation.	1	2	3	4	5
11	I am contributing to the organisational memory – their departure would drain the organisation’s knowledge and skill bank.	1	2	3	4	5
12	Possess skill, knowledge and abilities that are relatively rare or irreplaceable.	1	2	3	4	5
13	I feel my contribution is essential to an organisation’s productivity and wellbeing	1	2	3	4	5
14	I am the key motivators, mentors or role models to other staff.	1	2	3	4	5
15	I am proud to Possess attributes that are closely aligned with the existing or possible future operational direction of the business.	1	2	3	4	5
16	I am identification, commitment, to the Organisation.	1	2	3	4	5

2. Human Resource Factors Influencing Retention of employees in Information Technology.

To what extent you have satisfied with the implementation of the following HR innovation in your organisation.

1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree

Sl. no	Human Resource Factors in IT Industry employees					
1	By effective selection & recruitment process, job design	1	2	3	4	5
2	By providing effective training & development practice	1	2	3	4	5
3	Innovative fair and equitable performance evaluation practice	1	2	3	4	5
4	Giving career development, and promotional practice, Employee Assistance Programs	1	2	3	4	5
5	Offering Challenging Employment Structures and Opportunities	1	2	3	4	5
6	Equity of Compensation, social benefits and Security of tenure	1	2	3	4	5
7	Giving reward and recognition of employee value performance education.	1	2	3	4	5
8	Arranging grievances handling systems	1	2	3	4	5
9	Customization of Employee satisfaction and Motivation	1	2	3	4	5
10	Organizing Employee Retention methods and employee's commitment	1	2	3	4	5

3. Organizational Impacts on Human Resource Management in Information Technology

To what extent you have satisfied with the implementation of the following organisational impact of IT organisation

1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree

Sl. No	Organisational Factors in IT Industry employees.					
1	I am satisfied with Company policies, vision, mission and culture.	1	2	3	4	5
2	I am convinced with Job knowledge, Communication and coordination	1	2	3	4	5
3	I am satisfactory and flexibility in working environment	1	2	3	4	5
4	I am convinced with decision making and employment of the right employee	1	2	3	4	5
5	I feel Provision of high-tech performance equipment	1	2	3	4	5
6	I am happy with Influential and sensitive leadership style	1	2	3	4	5
7	I feel effective integration: working relationships.	1	2	3	4	5
8	I feel effective performance appraisal announcement	1	2	3	4	5
9	I am convened with organizational loyalty and pride	1	2	3	4	5
10	I am satisfied with reward and suitability of feedback employee	1	2	3	4	5

SECTION B

1. Name
2. Current PositionDesignation
3. Type of Industry.....Year of experience
4. Highest Qualification
5. Total employee strength of your organisation
6. Age
7. Gender. Male/Female.

Third Round Questionnaire

J. VIJAYAKUMAR

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Dear Respondents

A Request to Participate in Research

I am a PhD candidate from **Anna University, Coimbatore**, specializing in human resource management. I am conducting a research study on “human resource management practice on retention of employees in information technology sector” special reference to IT sector employees in Bangalore. The purpose of this study is to examine the influence of human resource practice on the retention of IT industry employees of Bangalore. This study will assist in the development of an effective HRM retention program for an organization like yours. My research is designed to determine the key of human resource factors that influence the retention of Information Technology employees of Bangalore city Industries. I recently completed Phase I & II research study, in which a panel of experts comprising of HR managers/representatives, senior management academics and Industrial Psychologists were asked to respond to a series of questionnaires, relating to human resource practice and retention. The results of this Delphi study have been the basis for a questionnaire, which I will be using, in the next stage of my research.

All information given will remain confidential and no names or other information that might identify you or your organization will not be used in any publication arising from the research. In the meantime, I can be contacted via phone or e-mail at the above address. If you have any queries,

please do not hesitate to contact me. I thank you in advance for your assistance and consideration.

Yours sincerely

J. Vijayakumar

QUESTIONNAIRE

SECTION A

DEMOGRAPHICS

Name of the Organization:

E-mail id:

Department:

Nature of the organization:

- 1) Gender: Male Female
- 2) Age (in yrs): 20-25 26-30 31-35 36-40 41-45
Above 45
- 3) Marital Status UN Married Married
- 4) Highest Educational Qualification UG PG
 Professional
Any Other, Specify _____
- 5) Income (per month in Rs.) Rs. 15,000- Rs. 25,000 Rs. 25,001-
Rs. 35,000 Rs. 35,001- Rs. 45,000 Rs. 45,001- Rs. 55,000
 above Rs. 55,001

- 6) Length of service in industry: 0 -2 yrs 2yrs - 4yrs 4yrs - 6yrs 6yrs – 8yrs Above 8 yrs
- 7) Employment Status: Permanent Temporary
- 8) Tenure in the current organization Less than 1 year 1 yr – 2 yrs 2yrs – 3 yrs 3yrs – 4yrs 4yrs – 5yrs Above 5 yrs
9. How would you classify your job? Professional Technician and Associated professional
- {Professional (Applying scientific concepts and theories to the solution of problems, includes engineers, system analysis etc,) Technician and Associated professional (Application of concepts and operational methods includes, computer programmer, product designers, special inspects and Testers of electronic produces and technicians)}
10. How many hours do you work per week? Less than 20 hrs 21hrs - 30 hrs 31 hrs – 40 hrs 41 hrs – 50 hrs Above 50 hrs.

SECTION B

1. The following set of questions consist your experience with the human resource practice at the company. Please select your response below and enter the corresponding number in the space to the left side of each question.

1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree

Sl. No	Categories of Human Resource practice outcome of IT Industry employees	1	2	3	4	5
1	I got good opportunity for personal growth and					

	development, Applying scientific concepts and theories to the solution of Problems					
2	I am happy with opportunity in my job position for participation in the determination of methods and procedures	1	2	3	4	5
3	I am consistent of carrying out technical work connected with the application of concepts and operational methods and find sense of accountability for a person at my job position.	1	2	3	4	5
4	My Possess competencies that are exclusive, feeling of meaningful achievement in my job position	1	2	3	4	5
5	I am supportive to the organisation demands, culture, vision & mission for getting success, my job position to give help to other people.	1	2	3	4	5
6	My involvement and Active participation in carry out the essential Tasks, Opportunity one gets to move ahead in life and become fairly well-known and well-off	1	2	3	4	5
7	I am providing skills and/or knowledge to ensure the success of the organisation, sequence plan for the security of my job position	1	2	3	4	5
8	I am satisfying by getting opportunity for independent thought and action, Attractive attitude, friendly relationship, 24X7 supports flexi schedules, Night shifts, and work form home.	1	2	3	4	5
9	I am happy by getting global exposure and practice while working from India, overall involvement in the work	1	2	3	4	5
10	I got on-site experience, Innovative talent, professional satisfaction, feeling of self-esteem a person gets from being at my position	1	2	3	4	5
11	I am Fulfil the resources to a competitive edge to the Organisation Amenities like housing, conveyance, medical benefits provided.	1	2	3	4	5
12	I am Contributing to the organisational memory – their	1	2	3	4	5

	departure Would drain the organisation's knowledge and skill bank.					
13	I feel to Possess skills, knowledge and abilities that are relatively rare or unique friendship in my job position	1	2	3	4	5
14	I am satisfied with salary offered for my job position is eessential to an organisation's productivity and wellbeing for effective working.	1	2	3	4	5
15	I feel Prestige of my job position inside and outside the organization act as key motivators, mentors or role models to other staff.	1	2	3	4	5
16	I am proud to Possess knowledge, skills and attributes that are closely aligned with the existing or possible future operational Direction of the business.	1	2	3	4	5
17	My role at the current job position displays an identification and commitment, to the Organisation.	1	2	3	4	5

2. The following set of questions concerns your experience with the Human Resource factors influencing the Retention of employees. Please select your response below and enter the corresponding number in the space to the left side of each question.

1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree

Sl. no	Human Resource Factors in Retention of IT Industry employees					
Effective selection & recruitment process, job design						
1	Great importance on hiring the right person for the job	1	2	3	4	5
2	Selection process ensures that competent people are recruited.	1	2	3	4	5
3	More emphasis on hiring someone quickly than selecting the right person for the job.	1	2	3	4	5
4	Effective interview and lengthy process to hire	1	2	3	4	5

	employee					
5	It takes more time to recruit new appropriate employee.	1	2	3	4	5
Provision of effective training & development practice						
6	Extensive training opportunities are provided for the skill development of individuals	1	2	3	4	5
7	Job training which enables me for doing my job perfect and better	1	2	3	4	5
8	Training program teaches new hires, opportunities to improve my skills what they need to perform their jobs	1	2	3	4	5
9	Quality and number of job related training and development program	1	2	3	4	5
10	More training functions emphasize managerial competencies to do job well as per priority.	1	2	3	4	5
11	Some additional training program for investment, leadership, job evaluation and managerial skills.	1	2	3	4	5
Innovative Fair and equitable performance evaluation practice						
12	Performance is measured on the basis of work, outcome, technique and excellence.	1	2	3	4	5
13	Understand my performance in success of organization	1	2	3	4	5
14	Opportunity to express my views of the performance issue	1	2	3	4	5
15	Opportunity to prove performance appraisal with the boss and discuss my goal and objective.	1	2	3	4	5
16	Satisfied with the process of performance appraisal with the amount of Monetary and non - Monetary recognition.	1	2	3	4	5
Career Development, and promotional practice, Employee Assistance Programs						
17	Praiseworthy persons are rewarded with personal loyalty.	1	2	3	4	5

18	Pay, benefit package, promotions are tied with performance	1	2	3	4	5
19	There is a link between how well I perform my job are based on my career development and employee assistance.	1	2	3	4	5
20	Development opportunities, skill development with the challenging job assignment provided.	1	2	3	4	5
21	Promotional policies are transparent widely shared with employees.	1	2	3	4	5
22	Helps to seek out career information and resources for career path	1	2	3	4	5
Challenging Employment Structures and Opportunities						
23	Organization really cares wellbeing, little concern, general satisfaction at work, goals and values of employees.	1	2	3	4	5
24	Organization is willing to help the best performers, pride in accomplishment at work, and fail to notice mistakes.	1	2	3	4	5
25	Organization works for the betterment , friendly, helps to solve problem, create environment to work peacefully	1	2	3	4	5
26	Create opportunities for internal and external organisation of same worth.	1	2	3	4	5
27	Feel proud to work with job satisfaction, self esteem. And with this leadership.	1	2	3	4	5
Equity of Compensation, social benefits and Security of tenure						
28	Organization is a harmonious place to work, physical and mental working conditions are very pleasant.	1	2	3	4	5
29	My work life balances with my family life, welfare of employees is its first priority.	1	2	3	4	5
30	Organization offers a lot of safety and security to life and family.	1	2	3	4	5
31	A spirit of cooperation and teamwork exists with secure job	1	2	3	4	5

32	Mental stress and discomfort stemming from separation risks and uncertainty about new employment.	1	2	3	4	5
Reward and recognition of employee value performance education.						
33	Positive ambience to employees to expect a consistent performance	1	2	3	4	5
34	Employee expresses ideas and discusses issues on an open forum, do not crib among them.	1	2	3	4	5
35	Strengthened organization job scope, job challenge, occupational commitment, job involvement and job satisfaction	1	2	3	4	5
36	Retention strategies revolve around creating a competitive compensation and benefits package.	1	2	3	4	5
37	Identifying new career horizons within the industry.	1	2	3	4	5
Grievances handling systems						
38	Freedom of expression is of almost importance at the workplace, and exit interview.	1	2	3	4	5
39	Performers made to participate in the decision making process.	1	2	3	4	5
40	Sexual harassments like stay back late, Leg pulling, back stabling, lewd remarks avoided at the organisation.	1	2	3	4	5
41	Manipulation of truth, Misunderstanding and conflicts will be avoided and taken care.	1	2	3	4	5
42	Team managers Irritate discussions, Deadline assignment within the desired timeframe, Team members sitting at advancement desks and superiors interfere in each other's work.	1	2	3	4	5
Employee satisfaction and Motivation						
43	Monetary satisfaction is one of the major reasons why an employee sticks to an organisation.	1	2	3	4	5
44	Simple hierarchy and the functional areas of each team will be well defined and motivated.	1	2	3	4	5

45	Encourage employees to celebrate major festivals, party, wedding anniversary etc.,	1	2	3	4	5
46	Incentives, cash prizes, trophies, perks given to deserving employees to motivate.	1	2	3	4	5
47	Discipline in workplace like timing, decorum of the office.	1	2	3	4	5
Employee Retention methods and employee commitment						
48	Unrealistic expectations lead the employees looking for a change.	1	2	3	4	5
49	Room for negotiation of pay scale, Provide rewarding opportunities, appointing right person in the right profile, employees made centre of attraction at every workplace.	1	2	3	4	5
50	Organization plans to avoid boredom and monotonous in the job profile.	1	2	3	4	5
51	Organization challenges for retaining valuable and talented employees rather than cowards, fun makers, blamers.	1	2	3	4	5
52	Employee prioritizes cordial relationship with colleagues and expects stress free environment from nasty policies and backstabbing.	1	2	3	4	5

Thank you very much for your participation