APPENDIX
APPENDIX

(Confidential and for academic use only)

Survey on Employee Turnover of Information Technology Firms

(In connection with a PhD Dissertation)

[I] Respondent’s identification:

1.1 Name:

1.2 Age

1.3 Gender: M / F

1.4 Marital Status: Married/Unmarried/Others

1.5 Highest Academic Qualification:

1.6 Technical Qualification:

1.7 Name of the present Organisation:

1.8 Designation:

[II] Job-related Information:

(A) General Information:

2.1 Average working hours per day:

2.2 Holiday(s) per week: ..............day(s)

2.3 Other leave facilities per annum [in day(s)]:


2.4 In general, do you have any night shift duty? Yes ☐ No ☐

If ‘Yes’ then

(a) Is it mandatory? Yes ☐ No ☐

(b) Last year, how many days (on an average) in a month did you have to do night shift duty? ............
(B) Pay, perquisites and other benefits related Information:

State your opinion about the following benefits, if provided by your present company:

2.5 Medical benefits:

(i) Not provided  (ii) Very little amount  (iii) Just enough  (iv) Good enough  (v) Full coverage

2.6 Paid vacations:

(i) Not provided  (ii) Very little amount  (iii) Just enough  (iv) Good enough  (v) Full coverage

2.7 Cars for personal use:

(i) Not provided  (ii) Very little amount  (iii) Just enough  (iv) Good enough  (v) Full coverage

2.8 House Rent Allowance:

(i) Not provided  (ii) Very little amount  (iii) Just enough  (iv) Good enough  (v) Full coverage

2.9 Health Insurance:

(i) Not provided  (ii) Very little amount  (iii) Just enough  (iv) Good enough  (v) Full coverage

2.10 Children’s Education Allowance:

(i) Not provided  (ii) Very little amount  (iii) Just enough  (iv) Good enough  (v) Full coverage

2.11 Other Benefits:

(i) Postretirement benefits  Yes ☐ No ☐

(ii) Child Care Leave  
     (In addition to mandatory maternity/paternity)  Yes ☐ No ☐

(iii) Travelling Allowance  Yes ☐ No ☐

(iv) Interest Free Personal Loan  Yes ☐ No ☐

(v) Home Loan (Deductible from salary)  Yes ☐ No ☐
(C) Promotion related Information:

2.12 What extent of promotional opportunities are there in your organisation?

(i) Not at all (ii) Very little extent (iii) Average (iv) High (v) Very high

2.13 Is your promotion related to your performance? Yes □ No □

2.14 Does the organisation have a standardized and objective performance appraisal system?

(i) Not at all (ii) Not significant (iii) Moderate (iv) Adequate (v) High

(III) Working conditions related information:

3.1 What is your opinion about the location of your workplace:

(i) Highly Inconvenient (ii) Inconvenient (iii) Moderately convenient

(iv) Convenient (v) Highly Convenient

3.2 Do you think your job is secured?

(i) Not secured (ii) Almost secured (iii) Fully secured

3.3 How flexible is your work schedule?

(i) Not at all (ii) Little flexible (iii) Moderately flexible (iv) Flexible (v) Highly flexible
3.4 Your relationship with your

(a) Co-workers are: (i) Non-cooperative (ii) Cordial (iii) Cooperative (iv) Informal (v) Very friendly

(b) Supervisor is: (i) Non-cooperative (ii) Cordial (iii) Cooperative (iv) Informal (v) Very friendly

(c) Subordinate(s) are: (i) Non-cooperative (ii) Cordial (iii) Cooperative (iv) Informal (v) Very friendly

(IV) Training opportunity and application of skills related information:

State the opportunities available in the organisation to reveal your

4.1 Skills:

(i) Not at all (ii) Rare (iii) Moderate (iv) High (v) Very High

4.2 Talent:

(i) Not at all (ii) Rare (iii) Moderate (iv) High (v) Very High

4.3 Competencies:

(i) Not at all (ii) Rare (iii) Moderate (iv) High (v) Very High

4.4(a) Does the organisation provide training to its employees at your level?

Yes ☐ No ☐
(b) Does the organisation provide training to its employees at your senior level?

Yes ☐ No ☐

4.4 Is there any opportunity(s) in your organisation (like, foreign training/assignment, lien for further study etc.) for upgrading your existing skills or acquiring new skills?

(i) None (ii) Rarely (iii) Standard (iv) High (v) Very high

(V) Work attitude related information:

5.1 (a) Do you think your salary matches your skills? Yes ☐ No ☐

If ‘No’ then

(b) Is there any possibility in this organisation for the said matching in future?

Yes ☐ No ☐

5.2 (a) Do you feel your job is monotonous? Yes ☐ No ☐

If ‘Yes’ then

(b) Is there any opportunity in this organisation for performing non-monotonous work? Yes ☐ No ☐

5.3 (a) Do you think that higher degree of independence leads to greater commitment/attachment to the organisation? Yes ☐ No ☐
If ‘No’ then

(b) According to you what kind of work environment generates greater attachment to the organisation………………………………………………

[VII]  

Job-Profile and related information:

6.1 Year of first joining the IT sector: ………….  

6.2 Have you continued to work in the IT sector since then? Yes □ No □  

6.3 How many IT companies (including this one) have you worked for, since joining this sector? ……

6.4 (a) Profile of last three IT companies: (excluding present one):

<table>
<thead>
<tr>
<th>Job-Profile of the Respondent</th>
</tr>
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<tbody>
<tr>
<td>Name of the last three companies</td>
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<td>--------------------------------</td>
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</table>
6.4(b) Prime reason(s) of leaving one company and/or selection criteria of joining the next:

<table>
<thead>
<tr>
<th>Company</th>
<th>Reasons</th>
<th>Ranks of reasons</th>
<th>Scores</th>
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<tr>
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<td>1= Highest rank</td>
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<td>Higher Salary</td>
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<td>Other reason(s)</td>
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7.1 Comment on the factors of the following components which according to you might become a reason for an employee to continue with an organisation:

(a) **Organisational Component:**

7.1.1. **Lucrative pay package:**

(i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
(v) Not Important

7.1.2. **Promotional opportunities:**

(i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
(v) Not Important

7.1.3 **Fairness of reward:**

(i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
(v) Not Important

7.1.4 **Perquisites:**

(i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
(v) Not Important

7.1.5 **Better scope of revealing own skill or talent:**

(i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
(v) Not Important
7.1.6 Flexible work schedule:
   (i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
   (v) Not Important

7.1.7 Scope of foreign assignment:
   (i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
   (v) Not Important

7.1.8 Status differentiation:
   (i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important  (v) Not Important

7.1.9 Stock ownership facilities:
   (i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
   (v) Not Important

7.1.10 Locational advantage:
   (i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
   (v) Not Important

7.1.11 Intra company employee relationships:
   (i) Most Important  (ii) Moderately Important  (iii) Important (iv) Least Important
   (v) Not Important
(b) Market Component:

7.1.12 Unemployment rate in the job market:

(i) Most Important (ii) Moderately Important (iii) Important (iv) Least Important
(v) Not Important

7.1.13 Organisation’s market goodwill:

(i) Most Important (ii) Moderately Important (iii) Important (iv) Least Important
(v) Not Important

7.2 Was there any service bond (in years) at the time of joining the present company?

Yes ☐ No ☐

7.3 (a) Does your present company provide any training? Yes ☐ No ☐

. If ‘Yes’ then

(b) Mention (in years) if there is any service bondage attached to such training …………

7.3 (a) Do you agree with the view that employees leaving one company and joining another is mainly guided by financial parameters (i.e. to earn more money): Yes ☐ No ☐

If ‘No’

(b) What are the other factors (as you think) …………………………………………………

7.5 (a) Suppose you are offered either better pay or better portfolio or both by another organisation. Will you accept the offer?

(i) (Irrespective of other conditions) – Yes ☐ No ☐

(ii) (You have to shift your residence) – Yes ☐ No ☐

If any one of the answers of (a) is ‘Yes’ then
(b) Suppose you are offered the following options by different organisations.

(Reveal your choice as – 1st choice = 1; 2nd choice=2 likewise)

(i) Same pay package and same portfolio but better scope of revealing your skill. ( )
(ii) Same pay package but higher portfolio. ( )
(iii) Higher pay package but same portfolio. ( )
(iv) Higher pay package and higher portfolio. ( )

7.6 (a) Do you think that company’s rank in the market is also an important criteria while making a decision about selecting a job. Yes □ □ No □ □

If ‘Yes’ then

(b) Rank the following (8 is the highest rank) combinations of ‘offers’ that may motivate you to join elsewhere?

(i) (Same pay package) X (Same portfolio) X (Low ranked company)*. ( )
(ii) (Same pay package) X (Higher portfolio) X (Low ranked company). ( )
(iii) (Higher pay package) X (Same portfolio) X (Low ranked company). ( )
(iv) (Higher pay package) X (Higher portfolio) X (Low ranked company). ( )
(v) (Same pay package) X (Same portfolio) X (Higher ranked company). ( )
(vi) (Same pay package) X (Higher portfolio) X (Higher ranked company). ( )
(vii) (Higher pay package) X (Same portfolio) X (Higher ranked company). ( )
(viii) (Higher pay package) X (Higher portfolio) X (Higher ranked company). ( )

* needs explanation = 

………………………………………………………………………………………………
(a) Place yourself in the following attitudes towards life and work:

(i) Highest Priority to Work-Life (    )
(ii) Greater Priority to Work-Life (    )
(iii) Greater Priority to Social-Life (    )
(iv) Highest Priority to Social-Life (    )

(b) If some of your good friends of similar profession as yours are working in a different organisation, suggest that you join their company. Will you join? Yes □ No □

If ‘No’

Why……………………………………………………………………………………………………………………………………………………………………

(c) If you have no intention to leave, would you be instigated to leave this organisation, by the fact that, one of your colleagues have left the company for better placement and few others are also planning to do so? Yes □ No □

If ‘No’

Why……………………………………………………………………………………………………………………………………………………………………

Date:
Place: