Appendix A

Questionnaire to identify motivational strategies

The questionnaire is for HR managers/owners/CEOs of the directors of the company. The purpose of the questionnaire is to identify the different motivational strategies employed in the ICT industries to motivate the employees. At the same time, we also try to figure out the basic company details like size and the turnover of the company. The questionnaire also contains the questions on the numbers of employees currently working in the company, employee turnover ratio, number of employees working from the last three years, the reasons for employing leaving the job, and the motivational strategies employed by the company to retain them.

We are conducting this study to address the problem of high employee turnover ratio by the means of providing an automated solution in the form of expert system, which can evaluate whether an employee will prefer a particular motivational strategy or not based on employees’ perspectives. The purpose of the study is purely academic oriented and doesn’t involve any commercial intentions.

We divided questionnaires into the following categories.
- Company and employees details
- Incentives and increments
- Perks and other benefits
- Performance boosters and stress reliever activities
- Training and development activities
- HR practices

Here is the list of questionnaire.

**Company and employees details**

1. How many employees are currently working in the company?

2. What is the size and turnover of the company?

3. From the last five years how many new employees joined and how many has left the company?

4. How many employees are serving in the company from the last 3 years?

5. What are the reasons for which employees are leaving the company?
6. What motivational strategies are employed to retain employees by the company?

Incentives and increments

1. What are the policies adopted for the increments?
2. What is the average period for carrying performance evaluation procedure?
3. What are the methods of performance evaluation criteria?
4. What factors are given more weightage in the performance evaluation?
5. What is the range of increments given to the employees?

Perks and other benefits

1. What is the leave structure offered to the employees by the company?
2. Does company provide cloth allowances?
3. What kinds of facilities are provided related to laptop, mobile and internet connectivity?
4. Does company provide books and magazine allowances?
5. What kind of service is provided related to snacks and meals?
6. Does company serve tea and coffee at work?
7. What kind of extra incentives or facilities are provided by the company to empower women employees? i.e., maternity leave
8. Does the company believe in flexi working hours or work from home concept?
9. Does company provide baby care facility?
10. What kinds of transportation and accommodation facilities are provided by the company to the people who are coming from other city or state?
Performance boosters and stress reliever activities

1. What kinds of activities are carried out for recreation and enjoyment of the employees? For example, cultural activities or extra-curricular activities....

2. What are the steps taken by the company to maintain the health of the employees? Does the company has game room or gym facility for the employees? If not, Does company provide any allowances to join them outside?

3. What kind of alternate therapies are carried out in the company? For example, Yoga and Meditations...

4. Does company support club membership?

5. Does Company allow to play music while working?

6. Any other activities companies carrying out that are worth mentioning....

Training & Development activities

1. What kinds of training programs are conducted for employees? Pls provide details.
   - Induction training or orientation training for new joinee - for what time period?
   - Employees exchange program: - any collaboration with any foreign company?
   - Workshops or seminar to improve employees’ life skills
   - Refresher programs – provide details
   - Soft skills and interpersonal training – provide details.

2. What kind of assistance is provided to the employees for carrying further studies or obtaining certification?
HR Practices

1. How do you make your employees aware about the HR and incentive policies?

2. Does your HR policies consistent for all levels of employees?

3. How do you make sure that employees’ personal goals are aligned with organizational goals?

4. Does company believe in negative motivation style? When? Why?

5. Does company believe in reward oriented style or punishment oriented style?

6. Does Company follow any code of conduct on employee dressing?

7. How does the company involve employees in decision making process?

8. What is the leadership style in the company?
   - Autocratic
   - Participative or consultative
   - Free rein

9. How informal communication flow in the company?

10. How does company allocate projects to the employee? Do employees’ preferences are considered while allocating them on projects?

11. How the teams are formatted for any special assignment or project?