APPENDIX
Dear Professional colleague,

Having worked in industries for thirty years, I have switched over to academics and hence I’m pursuing my Ph.D. studies. I am approaching you for your kind help in responding to this questionnaire to enable me to carry out my study. My e mail id is regisnivas@yahoo.com

Gratefully yours,

(Prof Richard Regis)

Richard Regis
VIT Business School, VIT University, Vellore 632014


Name --------------------------(Optional) Designation --------------------------
Organization --------------------------------------
Location ------------------------------------------

1. Is your organization prepared against the loss of key personnel?
   (a) Very Much (b) Adequately (c) Not sure (d) Somewhat (e) Not at all

2. Is the organization’s HR involved in the strategic planning and implementation of its business?
   (a) Very Much (b) Adequately (c) Not sure (d) Somewhat (e) Not at all

3. What kind of candidates does the organization’s culture automatically attract?

4. Will today’s talent and the supporting talent management technology support tomorrow’s business growth?
   (a) Very Well, (b) Well, (c) Not Sure, (d) Somewhat, (e) Not at all

5. Is the recruiting system fully integrated with performance?
   (a) Very Well, (b) Well, (c) Not Sure, (d) Somewhat, (e) Not at all

6. Can the organization measure the effectiveness of recruiting against actual performance down the road?
   (a) Very Well (b) Well (c) Not Sure (d) Somewhat (e) Not at all
Appendix

7. What were the factors that influenced you most while considering your current employment? (Rank the following according to order of importance for you) [the most influential factor being 1 and the least 7]
   - Compensation
   - Benefits
   - A Challenging Role
   - Learning opportunities
   - Brand Image
   - Leadership Style
   - Easier to commute to workplace

8. What turnover (attrition) rate do you think is acceptable in the manufacturing sector vis-à-vis your industry?
   (a) 2 – 4%,      (b) 5 – 7 %,   (c) 8 – 10%,   (d) 11 – 13%,   (e) 12 – 15 %

9. What would be the deciding factor when it comes to choosing your next employment? Please prioritize. [The most influential being 1 and the least 5]
   1. The Brand Image of the company
   2. The Job profile
   3. The prospects of Career Development
   4. The Compensation and Benefits offered
   5. Others (Please Specify)

10. What is the most challenging aspect in retaining employees in your industry (e.g. automobile or engineering)? [Most challenging being 1 and the least being 3]
    o Convincing employees to pursue careers in manufacturing sector
    o Manufacturing has a negative image in the eyes of many younger workers
    o It is no longer seen as the only source of stable, high-rewarding career opportunity

11. In managing employee turnover (attrition), which of these questions should employers be most concerned about? Please prioritize. [Most concerned being 1 and the least being 3]
    a) Who is leaving? [ ] B) How many are leaving? [ ] C) Why are they leaving? [ ]
Appendix

12. Which of the following consequences of employee turnover are organizations most concerned about? Please prioritize. [Most concerned being 1 and the least 9]

1. Loss of productivity [  ]
2. Degradation in service quality [  ]
3. Loss of expertise [  ]
4. Loss of business opportunities [  ]
5. Administrative problems [  ]
6. High financial costs through recruitment [  ]
7. Image of the organization [  ]
8. Disruption of social and communication networks [  ]
9. Bad word of mouth/Loss of good will [  ]

13. Which of these are the most profound effects of Employee turnover (attrition) on existing employees? [the most profound being 1 and the least 7]

- Loss of employee benefits [  ]
- Stress associated with the transition and change [  ]
- Financial Difficulties [  ]
- Loss of social network [  ]
- Relocation costs [  ]
- Wasted efforts and uncompleted projects [  ]
- Career problems [  ]

14. Which of these do you believe are the challenges in retaining employees in your current organization? Please prioritize. [the most challenging being 1 and the least 6]

- Managing expectations of employees [  ]
- Matching person to the job [  ]
- Matching person to the culture of the firm [  ]
- Provide adequate opportunities for career growth and opportunities [  ]
- Treat employees fairly — through compensation, rewards and recognition schemes [  ]
- Fostering good relationship with supervisors [  ]
15. Please rank the following five retention strategies in order of their importance.
   [most important being 1 and the least 5]
   □ Providing Job Challenges [ ]
   □ Building an open environment and culture [ ]
   □ Giving competitive remuneration packages [ ]
   □ Clarifying Job Responsibilities and career paths [ ]
   □ Providing continuous training opportunities for skill upgradation [ ]

16. Which of the following roles of a manager helps in employee retention? Please
    Prioritize. [most helpful role being 1 and the least 6]
   ○ Creating a Motivating Environment [ ]
   ○ Standing up for the Team [ ]
   ○ Providing coaching [ ]
   ○ Delegation [ ]
   ○ Extra Responsibility [ ]
   ○ Focus on future career [ ]

17. At which of these levels are professionals most challenging to retain in your
    organization?
   a) Entry Level   b) Middle Management   c) Senior Management

18. What Titles or jobs in your organization are toughest to retain? Prioritize. [the
toughest being 1 and the least tough being 8]
   ○ Research and Development Professionals [ ]
   ○ Production Managers [ ]
   ○ Quality Managers [ ]
   ○ Human Resource Professionals [ ]
   ○ Stores, Purchase and Logistics’ Professionals [ ]
   ○ Information Technology Professionals(IT Support) [ ]
   ○ Marketing Professionals [ ]
   ○ Professionals in Finance and Accounts Department [ ]

19. Are the retention packages in organization customized for each employee?
   a. Yes   b. No   c. don’t know
20. Which of the following alternative range of pay packages are used in your organization to control turnover? (Mark a tick against the ones being practiced.)
   • Hiring bonuses as sign-on incentive [ ]
   • Retention bonuses [ ]
   • Employee Stock Option Plan [ ]
   • Project Completion bonus [ ]
   • Liberal annual performance bonus [ ]

21. What are the broad areas of concern (reason) that employee’s state when they leave organizations? Please Prioritize. [the factor attracting most concern being 5 and the least 1]
   o Lack of Inspirational, visionary, characteristic leadership [ ]
   o Lack of challenging and supportive work environment [ ]
   o Lack of growth and advancement opportunities [ ]
   o Lack of competitive compensation and rewards [ ]
   o Inefficient Communication channels [ ]

22. Do you believe that managing employee turnover (attrition) has become a major challenge for organizations today?
   * Yes       * No       * Can’t Say

23. If you left, would it be difficult and costly for your employer to replace you.
   * Yes       * No       * Can’t Say

24. What category of employees should organizations try to retain?
   o Only Experienced Employees [ ]
   o Only Employees who exhibit managerial skills [ ]
   o All employees [ ]

25. How successful are your organization’s retention plans in retaining employees?
   • Marginally successful in retaining employees [ ]
   • Significantly successful in retaining employees [ ]
   • The process is a benchmark today [ ]

26. Who should be primarily responsible for the organization’s retention strategies?
   • Employees [ ]
   • Line Managers [ ]
27. In the book “Talent Flow”, Robert Levin and Joseph Rosse say “Workers today are going to flow through organizations as they flow through their careers”. Do you agree with them?
   a) Yes          b) No

28. In your current organization, what methods are most commonly used to communicate with employees?
   o In – Person [ ]
   o Employee meetings [ ]
   o Letters from Senior Executives [ ]
   o Newsletters [ ]
   o E – Mail [ ]
   o Written memorandum [ ]
   o Luncheons [ ]

29. Were you given a job preview upon joining your current organization?
   a) Yes          b) No

30. Which of these methods was used to give you a Job preview?
   o Structured Observations [ ]
   o Meetings with current workers, consumers and/or parents [ ]
   o Pre-application screening [ ]
   o Videotapes [ ]
   o Booklets or brochures [ ]
   o Web-based multimedia [ ]
   o Internships or volunteer programs [ ]
   o None of these [ ]

31. Is your job sculpted according to your interests?
   a) Yes          b) No

32. What kind of Management Style is most appealing to employees in your industry?
   • Paternalistic [ ]
   • Autocratic [ ]
   • Democratic [ ]
   • Laissez-faire (Free for all, leader in the periphery) [ ]
33. How has your employer fared with respect to managing employee turnover (attrition)?
   a) Faired Poorly  b) Faired Averagely  c) Faired well

34. Do you believe that employees would reveal the true reasons for their separation during an exit interview?
   a) Always  b) Occasionally  c) Seldom  d) Never

35. What is the most common reason that employees are likely to state in exit interviews when they leave your organization?
   - “In search of better financial prospects” [ ]
   - “in search of better career opportunities” [ ]
   - “to move along with a transferred spouse” [ ]
   - “to take care of immediate family problems” [ ]
   - “I don’t like this company.” [ ]

36. Which of these methods of exit interviews would you prefer to be administered to you when you leave an organization?
   o Exit interviews conducted by your direct supervisor [ ]
   o Exit interviews conducted by any other employee of your choice [ ]
   o Exit interviews by an external consultant [ ]
   o Through a mailed Anonymous questionnaire [ ]
   o Through a telephonic interview [ ]

37. Does your organization have a dedicated retention programme in place?
   a) Yes  b) No  c) Can’t Say

38. If ‘yes’, which of the following group of employees does the retention program cover?
   a) Senior Managers  b) Technical/Clerical
   c) Manual/ Blue Collar  d) Professionals

*********************