APPENDIX: A

QUESTIONNAIRE FOR EMPLOYEE

Dear Sir/Madam,

I'm Senthilkumar, Asst.Professor Nitte Meenakshi Institute of Technology, Bangalore Pursuing Ph.D in the area of Human Resource Management. My Research topic is "Talent Management Practices and its Impact on Organizational Productivity: A Study with Reference to IT sector in Bengaluru". As a part of my Research I need to collect primary data from various sources. This includes opinion of HR Managers and Employees working in various IT companies. I request you to help me by filling the questionnaire attached with this letter and help me in completing my Research. This information in the form of answers is purely for my research and academic purpose only. I assure you that the information obtained from your end will be kept confidential.

I express my sincere thanks for sharing your valuable time and extending your co-operation in this regard

Employee Name (optional): _____

Employee Organization (optional):_____

Employee Designation: _____

Employee Age   :   ☐ Less than 30   ☐ between 31-40   ☐ More than 41

 Sex   :   ☐ Male   ☐ Female

How long have you been working for the company?

☐   2-5 years   ☐   6-10 years   ☐   10 years and above

For the following sections, please indicate the extent to which you satisfied or Dissatisfied and agree or Disagree with the following statements:
HS-Highly Satisfied, S-Satisfied, N-Neutral, D-Dissatisfied, HD-Highly Dissatisfied
SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree

Please indicate your opinion towards the following statements and   mark ✓ in appropriate column

S. No	Statements	HS	S	N	D	HD
1	**SATISFACTION WITH THE EMPLOYEE BENEFITS AND POLICIES**					
BP1	Accuracy of job description					
BP2	Salary Review					
BP3	Adequate Information provided about the company					
BP4	Job changes					

S. No	Statements	HS	S	N	D	HD
BP5	Promotion					
2	**COMMITMENT TO VALUES**					
CV6	Immediate supervisor is open and honest always					
CV7	Employee Business Unit acts socially responsible in the Community where we work.					
CV8	In my organization we practice what we preach.					
3	**CUSTOMER FOCUS**					
CF9	We know who our most important customers is					
CF10	We work to understand the need of customer.					
CF11	We act on customer's Complaints.					
CF12	We constantly look for better ways to serve our customers.					
CF13	We objectively measure Customer's satisfaction.					
	Statements	HS	S	N	D	HD
4	**SATISFACTION WITH THE SALARY AND BENEFITS**					
SSB14	Medical Insurance Package					
SSB15	Company savings plan					
SSB16	Retirement Plan					
SSB17	Holiday Entertainment					
SSB18	Job market					
SSB19	Competitiveness Package					
SSB20	Share option plan					
SSB21	Overall how much are you satisfied with your company's personnel policies					
5	**DEVELOPMENTAL PLAN FOR STAFF**	SA	A	N	D	SD
DS22	The Immediate supervisor delegates responsibility to their subordinate.					
DS23	The Immediate supervisor discusses for the future career development.					
DS24	Ample opportunities for further development within my current job.					
DS25	There is a lot of Scope for career development in the existing job					
DS26	The Organization offers the support and resources for development.					
6	**INNOVATION**					
I27	There is an Encouragement from superiors for creating new ideas in the job.					
I28	Within the department we search for new ways to work and do business.					
I29	Within the department new ideas are effectively implemented.					
I30	Within the department generating new ideas is Recognized.					

2

S. No	Statements	HS	S	N	D	HD
7	**MANAGING PERFORMANCE**					
MP31	The Immediate supervisor sets ambitious objectives for the department.					
MP32	The Immediate supervisor clearly explains how the performance is evaluated.					
MP33	The Immediate supervisor gives the regular feedback on the Performance.					
MP34	The immediate supervisor is a good coach for the unit.					
8	**QUALITY COMMITMENT**					
QC35	We take appropriate measures to protect the environment during work					
QC36	Within the department we ensure employee safety.					
QC37	Within the department we continually work to improve working conditions.					
QC38	Within the department we learn from our mistakes.					
QC39	Within the department we recognize efforts to improve quality.					
9	**RESULTS ORIENTATION**					
RO40	We understand the goals of the department.					
RO41	We understand how the personal objectives support the department's goals.					
RO42	The department produces results that meet/exceed expectations.					
RO43	The department acts with great urgency where change is required.					
10	**STIMULATING OPEN CLIMATE**					
SO44	Immediate supervisor asks for opinions and suggestions from Employees.					
SO45	Within the department people can challenge the present way of doing things.					
SO46	Within the department we value diversity in our employees.					
SO47	We have adopted ideas from people outside the department.					
S048	The Business Unit keeps employees informed about matters affecting us.					
11	**TEAM WORK**					
TM49	Immediate supervisor encourages teamwork.					
TM50	We share the personal objectives with the colleagues.					
TM51	Within the department we work effectively as a team.					
TM52	Within the department we look proactively for opportunities to cooperate with others.					

S. No	Statements	HS	S	N	D	HD
12	**ENGAGEMENT**					
E53	I get the feeling of personal accomplishment, from the work.					
E54	I'm satisfied with the Business Unit as a Place to work.					
E55	I recommend the Business Unit to others as a good place to work.					
E56	I will not leave the Company or Plan to shift a new company in future.					
E57	I'm proud to be a part of my Business Unit.					
13	**IN THE NEXT THREE YEARS HOW EFFECTIVE WILL THE FOLLOWING ELEMENTS OF COMPENSATION BE IN TERMS OF ATTRACTING AND RETAINING TOP PERFORMERS? (Rank from 1 to 5) 1-Highest….5-Least**	**1**	**2**	**3**	**4**	**5**
AR58	Basic pay					
AR69	Health care benefits					
AR60	Retirement benefits					
AR61	Educational benefits					
AR62	Job security					

14. Excluding financial compensation which of the following is most effective means of rewarding, motivating, and retaining talent? Please prioritize 1 to 5
 1-highest….5-least.

☐ External Training Sessions   ☐ Appreciation for Initiation

☐ Innovations   ☐ Recreational Activities

☐ Recognition

Thankyou

APPENDIX: B

QUESTIONNAIRE FOR HR MANAGER

Dear Sir/Madam,

I'm Senthilkumar, Asst.Professor Nitte Meenakshi Institute of Technology, Bangalore Pursuing Ph.D in the area of Human Resource Management. My Research topic is "Talent Management Practices and its Impact on Organizational Productivity: A Study with Reference to IT sector in Bengaluru". As a part of my Research I need to collect primary data from various sources. This includes opinion of HR Managers and Employees working in various IT companies. I request you to help me by filling the questionnaire attached with this letter and help me in completing my Research. This information in the form of answers is purely for my research and academic purpose only. I also ensure you that the information obtained from your end will be kept confidential.

I express my sincere thanks for sharing your valuable time and extending your co-operation in this regard.

For the following sections, please indicate the extent to which you satisfied or Dissatisfied and agree or Disagree with the following statements:

HS-Highly Satisfied, S-Satisfied, N-Neutral, D-Dissatisfied, HD-Highly Dissatisfied
SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree
For Rank Order Questionnaire 1- Highest…..5-Least

Name (optional)   : _____

Organization (optional) :_____

Age   :   ☐ Less than 30   ☐ between 31-40   ☐ More than 41

Sex   :   ☐ Male   ☐ Female

Experience   :   ☐ Less than 10years ☐ 10 years and above

Please indicate your opinion towards the following statements and   mark ✓ in appropriate column

S.No	Statements	SA	A	N	D	SD
1	**The major reasons for a business transformation needed in Indian software industries is:**					
BT1	Salary cost increase					
BT2	Increasing attrition rates					
BT3	Competition from low-cost countries-China, Philippines, Malaysia etc.					

1

S.No	Statements	SA	A	N	D	SD
2	**How can Indian Software Companies or MNC subsidiaries maintain the leadership position in the IT industry in the coming years? Please answer based on your organization.**					
LP4	Develop depth in niche areas like embedded software, Bluetooth, security, chip development etc.					
LP5	Demonstrate depth by contributing to the establishment of industry standards and definitions.					
LP6	Focus on creative processes to improve operational efficiency (e.g. Knowledge management, collaborative project management)					
LP7	Focus on continuously reducing cost of operations					
LP8	Set up development centre in low cost countries China, Philippines, Malaysia etc.					
LP9	Invest in product development for Indian/Asia Pacific markets					
LP10	Set up in-house marketing divisions					
LP11	Set up small, independent and agile innovation centres focusing on new products and technology					
	Others (please specify)					
3	**The organization has to improve in the following areas for its overall development.**					
OD12	Develop expertise in product engineering					
OD13	Improve soft skills – communication, presentation, negotiation etc.					
OD14	Educate workforce on new and upcoming tools, techniques, practices and open source solutions					
OD15	Train on program/product management skills					
OD16	Focus on leadership development, succession planning					
OD17	Encourage job rotation between different company divisions					
OD18	Establish a structured system of developing talent in the organization to meet the new growth and change requirements					
	Others (please specify)					
4	**How is the workforce assisting the organization to make the transition?**					
W19	It is responsive and willing to make the changes needed to acquire new skill					
W20	It is flexible and committed enough to move into roles which are still evolving and hence unclear					
W21	Employees are willing to look at lateral roles as a growth option					
W22	Employees are willing to move to uncharted territory with the risk of failure					

2

S.No	Statements	SA	A	N	D	SD
5	**Do you follow the systematic approach for attaining organizational objective?**					
SA23	Identifying the requirement.					
SA24	Identifying the high potential candidates.					
SA25	Put them through intentional learning experiences.					
SA26	selecting the best					
SA27	Evaluate the success.					
	How do you identify Talent?					
6	**By Competencies:**					
C28	Creating profile of leadership jobs.					
C29	Creating profile management.					
7	**By Results:**					
R30	subjective measures like total contribution/team effort etc.					
R31	Accountable for complex jobs.					
R32	Objective measures like sales, profit margin etc.					
8	**By Potential:**					
P33	Accumulated skills/experience					
P34	Ability to learn new skills.					
P35	Willing to tackle bigger/complex challenges.					
	What is your Talent Development?					
9	**Acquire New Talents:**					
AT36	Attracting: create an employer brand.					
AT37	Sourcing: using varieties of strategies.					
AT38	Selecting: using effective selection process.					
10	**Leveraging Existing Talents:**					
LT39	Maximizing the value of the current high potential.					
LT40	Using the performance management systems.					
LT41	Realigning the capabilities and responding to the changing conditions.					
11	**Retaining the current potential:**					
RC42	Employment value proposition-offer the potentials what they want.					
RC43	Offer the potentials systematic and targeted development opportunities.					
12	**Please rank the following five talent development strategies from 1 to 5 in order of their importance. 1-Least….5-Highest**	**1**	**2**	**3**	**4**	**5**
TS44	Job experience matters most					
TS45	Accelerated development of high performers.					
TS46	Forge mentoring relationship to build motivation and loyalty					
TS47	Focused training program or career transition, technical skills and leadership Development					

3

S.No	Statements	SA	A	N	D	SD
TS48	Making coaching a part of each development discussion					
13	**Factors that influenced you most while considering your current employment? Rank in order of their importance. 1-Highest….5-Least**	1	2	3	4	5
CE49	Compensation and benefits					
CE50	A challenging role					
CE51	Leadership style					
CE52	Learning opportunities					
CE53	Easier to commute to workplace					
14	**Which of the following consequences of Employee Turnover are organizations most concerned about? Please prioritize. 1-Highest….5-Least**	1	2	3	4	5
ET54	Loss of Productivity					
ET55	Loss of Business Opportunities					
ET56	Loss of Expertise					
ET57	High financial costs through recruitment					
ET58	Image of the organization					
ET59	Disruption of social and communication networks					
15	**Which of these are the most profound effects of Employee turnover on Individuals? Please prioritize. 1-Highest….5-Least**	1	2	3	4	5
ETI60	Loss of Employee Benefits					
ETI61	Financial difficulties					
ETI62	Uncompleted projects					
ETI63	Career problems					
ETI64	Loss of social network					
16	**Which of these do you believe are the challenges in Retaining Employees in your organization? Please prioritize 1-Highest….5-Least**	1	2	3	4	5
RE65	Managing expectations of employees					
RE66	Matching person to the job					
RE67	Provide adequate opportunities for career growth and opportunities					
RE68	Treat employees fairly – through compensation, rewards and recognition schemes.					
RE69	Fostering good relationship with supervisors					
17	**Please rank the following five Retention Strategies in order of their importance. 1-Highest….5-Least**	1	2	3	4	5
RS70	Building an open environment and culture					
RS71	Giving competitive remuneration packages					
RS72	Clarifying job Responsibilities					

4

S.No	Statements	SA	A	N	D	SD
RS72	Providing continuous training opportunities for skill up gradation.					
RS73	Providing job challenges					
18	**Which of the following roles of a manager's helps in Employee Retention? Please prioritize. 1-Highest….5-Least**	**1**	**2**	**3**	**4**	**5**
ER74	Creating a motivating Environment					
ER75	Standing up for the Team					
ER76	Providing coaching					
ER77	Focus on future career					
ER78	Extra Responsibility					
19	**Which of the following alternative range of pay packages are used in your organization to Control Turnover? Please prioritize 1-Highest….5-Least**	**1**	**2**	**3**	**4**	**5**
CT79	Hiring bonuses as sign-on incentive					
CT80	Retention bonuses					
CT81	Employee stock option plan					
CT82	Project Completion bonus					
CT83	Liberal annual performance bonus					
20	**What are the broad areas of concern (reasons) that employee's state when they Leave Organizations? Please prioritize 1-Highest….5-Least**	**1**	**2**	**3**	**4**	**5**
LO84	Lack of inspirational, visionary, characteristic leadership					
LO85	Lack of challenging and supportive work environment					
LO86	Lack of growth and advancement opportunities					
LO87	Lack of competitive compensation and rewards					
LO88	Lack of career development					
21	**What is the most common reason that employees normally state in Exit Interviews when they leave an organization? Please prioritize. 1-Highest….5-Least**	**1**	**2**	**3**	**4**	**5**
EI94	In search of Better Financial Prospects					
EI95	In search of Better Career Opportunities					
EI96	To move along with a transferred spouse					
EI97	To take care of immediate family problems					
EI98	Lack of good relationship with supervisors					

Thankyou

APPENDIX: C
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