APPENDICES

IMPACT OF HRM PRACTICES AND ORGANISATIONAL CULTURE ON TURNOVER INTENTION, ORGANISATIONAL COMMITMENT AND PERFORMANCE APPRAISAL PERCEPTIONS OF INDIAN ACADEMICIANS WORKING ABROAD

Instructions for Completing this Survey

1. Please answer all the survey questions to the best of your ability.
2. We welcome any additional comments in the space provided at the end of the survey.
3. Please return the completed survey at your earliest convenience.

NOTE: You are requested to respond to the questionnaire items honestly. Your responses will be kept strictly confidential and use only for academic purposes.

SECTION A:
HUMAN RESOURCE FACTORS

How accurately do the following statements best describe your personal fit with your <u>organization's culture and values?</u>

	ORGANIZATION FIT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	This organization has the same values as I have with regard to concern for others.	1	2	3	4	5
2.	This organization does not have the same value as I have with regard to fairness.	1	2	3	4	5
3.	This organization has the same values as I have with regard to honesty.	1	2	3	4	5
4.	I feel that my personal values are a good fit with this organizational culture.	1	2	3	4	5

How accurately do the following statements describe your organization's <u>remuneration and recognition system?</u>

	REMUNERATION AND RECOGNITION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Employees are given positive recognition when they produce high quality work.	1	2	3	4	5
2.	This organization pays well.	1	2	3	4	5
3.	This organization offers a good benefits package compared to other organizations.	1	2	3	4	5
4.	This organization values individual excellence over teamwork.	1	2	3	4	5
5	This organization offers good opportunities for promotion.	1	2	3	4	5

How accurately do the following statements describe your organization's <u>training and career development practices</u>?

	TRAINING AND CAREER DEVELOPMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	People are properly orientated and trained immediately upon joining this organization.	1	2	3	4	5
2.	This organization does provide regular opportunities for personal and career development throughout their stay through training	1	2	3	4	5
3.	Innovation and creativity are encouraged here.	1	2	3	4	5
4.	The organization has career development activities to help an employee identify/ improve abilities, goals, strengths & weaknesses.	1	2	3	4	5

How accurately do the following statements describe <u>attributes</u> that are currently present in your job?

	CHALLENGING EMPLOYMENT ASSIGNMENTS AND OPPORTUNITIES	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Employees are offered challenging work within the organization.	1	2	3	4	5
2.	Employees can work autonomously on their work assignments.	1	2	3	4	5
3.	Employees are skilled to do a number of different jobs, not just one particular job.(e.g., mentoring, advising, industry interaction)	1	2	3	4	5
4.	Employees are given opportunities to learn new things.	1	2	3	4	5
5	Employees are offered variety in their job.	1	2	3	4	5

SECTION B:
ORGANISATIONAL CULTURE FACTORS

How accurately do the following statements describe the effectiveness of your organisation's <u>leadership practices at the organisational and the team level?</u>

	ORGANISATIONAL LEADERSHIP	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The leadership practices in this organisation help me to become a high performing employee.	1	2	3	4	5
2	The leadership practices in this organisation enhance my satisfaction with my job.	1	2	3	4	5
3	The organisational leadership practices are consistent with my personal values.	1	2	3	4	5
4	The organisational leadership practices make a positive contribution to the overall effectiveness of the organisation.	1	2	3	4	5

	TEAM RELATIONSHIP	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Team work is valued in this organisation.	1	2	3	4	5
2	Members of my team expect and maintain high standards of performance.	1	2	3	4	5
3	Team leaders are recognised for promotion and development.	1	2	3	4	5
4	Each member of my team has a clear idea of the group's goals.	1	2	3	4	5

How accurately do the following statements describe your organization's <u>communication processes?</u>

	COMMUNICATION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	This organization keeps employees well-informed on matters important to them.	1	2	3	4	5
2.	Sufficient effort is made to determine the views of people who work here.	1	2	3	4	5
3.	Communication across all levels in this organization tend to be good.	1	2	3	4	5
4.	The organisational structure encourages horizontal and vertical communication.	1	2	3	4	5
5	There is trust between employees and their supervisors/team leaders	1	2	3	4	5

How accurately do the following statements best describe your <u>working environment?</u>
Please circle a number for each statement to indicate the extent of your agreement.

	WORKING ENVIRONMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I balance my working life and family life.	1	2	3	4	5
2.	Overall, this organisation is a harmonious place to work in.	1	2	3	4	5
3.	This organisation regards the welfare of its employees as its first priority.	1	2	3	4	5
4.	Employees and management get along well in this organisation.	1	2	3	4	5
5	For the work I do, the physical working conditions are very pleasant.	1	2	3	4	5
6	This organization offers a lot of security.	1	2	3	4	5
7	A spirit of cooperation and teamwork exists.	1	2	3	4	5

SECTION C:
ORGANISATIONAL COMMITMENT

How accurately do the following statements describe your <u>commitment</u> to your organization?

	ORGANISATIONAL COMMITMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel a strong sense of belonging to this organisation.	1	2	3	4	5
2.	I could just as well be working for a different organization if the type of work were similar.	1	2	3	4	5
3.	I often find it difficult to agree with this organization's policies on important matters relating to its employees.	1	2	3	4	5
4.	This organization really inspires the very best in me in my job performance.	1	2	3	4	5
5	I find that my values and this organization's values are very similar.	1	2	3	4	5
6	There is little to be gained by remaining in this organization indefinitely.	1	2	3	4	5
7	I am willing to put in a great deal more effort than normally expected to help this organization be successful.	1	2	3	4	5
8	I am proud to tell others that I am part of this organization.	1	2	3	4	5
9	I really care about the fate of this organization.	1	2	3	4	5

SECTION D:
TURNOVER INTENTION

What are your plans for <u>staying with this organization</u>?

	TURNOVER INTENTION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I plan to work at my present job for as long as possible.	1	2	3	4	5
2.	I will most certainly look for a new job in the near future.	1	2	3	4	5
3.	I plan to stay in this job for at least two to three years.	1	2	3	4	5
4.	I would hate to quit this job.	1	2	3	4	5

SECTION E: PERFORMANCE APPRAISAL PERCEPTIONS

The following propositions relate to the perceived fairness of the development of performance measures.

	PROCEDURAL FAIRNESS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The procedure for preparing measures to evaluate the department's performance is applied consistently among the sections.	1	2	3	4	5
2.	All sections are treated similarly by respectively considering the **non-financial** measures of **each** section.	1	2	3	4	5
3.	The procedures for preparing the measures include provision for an appeal process.	1	2	3	4	5
4.	The procedure for determining department performance measures provides sufficient opportunity for section managers to present views and opinions before the performance measures are finalized.	1	2	3	4	5
5.	The department performance measures are based on accurate information.	1	2	3	4	5
6.	The department performance measures are determined by the HoD in an unbiased manner.	1	2	3	4	5

The following questions relate to interpersonal trust between parties in the performance evaluation process.

	Interpersonal Trust	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My senior manager (HoD) takes advantage of opportunities that come up to further my interest by his/her actions and decisions.	1	2	3	4	5
2.	I feel free to discuss with my HoD the problems and difficulties I have in my job without jeopardizing my position or having it 'held against' me later on.	1	2	3	4	5
3.	I feel confident that my HoD keeps me fully and frankly informed about things that might concern me.	1	2	3	4	5
4.	HoDs at times must make decisions which seem to be against the interests of their division/department HoDs.	1	2	3	4	5
5.	When this happened , I believe that my HoD's decision is justified by other considerations.	1	2	3	4	5

SECTION F : DEMOGRAPHY
(Please tick in the appropriate box)

1. Gender
   - □ Male
   - □ Female

2. Marital Status
   - □ Married
   - □ Single

3. Which of the following groups represents your age?
   - □ Less than 30 years
   - □ 30-40 years
   - □ 41-50 years
   - □ 51-60 years
   - □ More than 60 years

4. How long have you worked for this institution?
   - □ Less than 3 years
   - □ 3-5 years
   - □ 6-8 years
   - □ 9-11 years
   - □ More than 11 years

5. Higher Education Institutions type
   - □ Public
   - □ Private

6. 6. Are you working under a HoD of Indian origin?
   - □ Yes
   - □ No

Thank you for your cooperation in completing this questionnaire.

If there is anything else you would like to tell us, please use the next page to record them.

ANOVA for Organisation Fit Score

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	25.750	4	6.437	1.093	Not Significant
	Within Groups	3134.053	532	5.891		
	Total	3159.803	536			
Experience	Between Groups	17.984	4	4.496	0.761	Not Significant
	Within Groups	3141.819	532	5.906		
	Total	3159.803	536			

ANOVA for Remuneration and Recognition score:

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	123.252	4	30.813	2.178	Not Significant
	Within Groups	7527.317	532	14.149		
	Total	7650.570	536			
Experience	Between Groups	30.993	4	7.748	0.541	Not Significant
	Within Groups	7619.576	532	14.323		
	Total	7650.570	536			

ANOVA for Training and Career Development

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	111.645	4	27.911	2.158	Ns
	Within Groups	6881.845	532	12.936		
	Total	6993.490	536			
Experience	Between Groups	86.296	4	21.574	1.662	Ns
	Within Groups	6907.194	532	12.983		
	Total	6993.490	536			

ANOVA for Challenging Assignments:

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	84.050	4	21.013	2.098	Ns
	Within Groups	5328.892	532	10.017		
	Total	5412.942	536			
Experience	Between Groups	47.486	4	11.872	1.177	Ns
	Within Groups	5365.456	532	10.085		
	Total	5412.942	536			

ANOVA for Organisational Leadership

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	148.037	4	37.009	3.205	Significant at 1% level
	Within Groups	6142.689	532	11.546		
	Total	6290.726	536			
Experience	Between Groups	32.113	4	8.028	.682	Not Significant
	Within Groups	6258.614	532	11.764		
	Total	6290.726	536			

ANOVA for Team Relationship

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	71.386	4	17.846	2.297	Not significant
	Within Groups	4132.584	532	7.768		
	Total	4203.970	536			
Experience	Between Groups	46.190	4	11.547	1.478	Not significant
	Within Groups	4157.781	532	7.815		
	Total	4203.970	536			

ANOVA for Communication:

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	83.773	4	20.943	1.538	Not significant
	Within Groups	7245.325	532	13.619		
	Total	7329.099	536			
Experience	Between Groups	90.205	4	22.551	1.657	Not significant
	Within Groups	7238.894	532	13.607		
	Total	7329.099	536			

ANOVA for Working environment

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	Between Groups	80.223	4	20.056	2.540	Significant at 1% level
	Within Groups	4201.088	532	7.897		
	Total	4281.311	536			
Experience	Between Groups	34.440	4	8.610	1.079	Not significant
	Within Groups	4246.871	532	7.983		
	Total	4281.311	536			

ANOVA for Organisational Commitment

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	**Between Groups**	108.194	4	27.048	2.990	Not significant
	Within Groups	4812.432	532	9.046		
	Total	4920.626	536			
Experience	**Between Groups**	38.669	4	9.667	1.053	Not significant
	Within Groups	4881.957	532	9.177		
	Total	4920.626	536			

ANOVA for Turnover Intention:

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	**Between Groups**	47.185	4	11.796	2.031	Not significant
	Within Groups	3089.444	532	5.807		
	Total	3136.629	536			
Experience	**Between Groups**	7.918	4	1.980	0.337	Not significant
	Within Groups	3128.711	532	5.881		
	Total	3136.629	536			

ANOVA for Procedural fairness:

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	**Between Groups**	181.697	4	45.424	2.718	Significant at 1% level
	Within Groups	8891.610	532	16.714		
	Total	9073.307	536			
Experience	**Between Groups**	120.542	4	30.136	1.791	Ns
	Within Groups	8952.765	532	16.829		
	Total	9073.307	536			

ANOVA for Interpersonal trust:

Variable	Grouping	Sum of Squares	df	Mean Square	F - value	Significance
Age	**Between Groups**	36.864	4	9.216	1.131	Ns
	Within Groups	4336.358	532	8.151		
	Total	4373.222	536			
Experience	**Between Groups**	32.361	4	8.090	0.992	Ns
	Within Groups	4340.861	532	8.160		
	Total	4373.222	536			

APPENDIX – C

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