

ANNEXURE – I
QUESTIONNAIRE

**“AN EVALUATION OF ATTRITION AND EMPLOYEE RETENTION
STRATEGIES IN SELECTED BUSINESS PROCESS OUTSOURCING (BPO)
UNITS”**

QUESTIONNAIRE FOR H.R. MANAGERS AND EMPLOYEES

Please provide following information for my Ph.D. research. I ensure that all the information is strictly for academic purpose and will be kept confidential.

1. Name of the organization:

2. Name of the respondent :

3. Designation :

4. Contact No. :

5. E-mail :

6. For how many years have you been working in this organization?
a) Less than a year b) 1-3 year's c) More than 3 years
7. Is this your first job? a) Yes b) No

If no, in how many organizations have you worked earlier?

8. Your job title best describes you as:
- a) Chairman/MD/CEO/President/Director
 - b) COO/CIO/CTO/CFO/V-P/GM/HOD
 - c) Manager/Asst. Manager/Supervisor/Team Leader
 - d) Officer/Executive/Engineer
 - e) Others, (Please Specify) _____
9. Your role in the organization is:
- a) CEO
 - b) Operations/Production
 - c) Technology
 - d) Finance/Accounts
 - e) Marketing & Sales/PR/Corp. Communication
 - f) HR/Administration
 - g) Customer Support
 - h) Quality
 - i) Research / Analysis / Consulting
 - j) Others (Please Specify) _____
10. You would describe your organization as:
- a) An Industry, Vendor or supplier of IT and/or Telecom products/Services (IT and Telecom companies)
 - b) An Enterprise, User of IT and/or Telecom products / Services (Non-IT and telecom companies)

If you have ticked A, go to Q. 11, else go to Q. 12

11. The major business activity of your organization/Industry sub-segment is:
- a) Software products services/development
 - b) Hardware or component manufacturing
 - c) Solution provider (Network Integrator / System Integrators/ASP/ISP etc.)
 - d) Distribution / Channel Partner
 - e) Telecom (Service Provider/Telecom Equip. Vendor)
 - f) IT Education/IT Training
 - g) BPO Service Provider
 - h) Consulting-IT
 - i) Any other field, (Please Specify) _____
12. Your organization belongs to the following industry / enterprise sub-segment:
- a) Financial/Banking/Insurance
 - b) Services (hotels / health care/ entertainment / media / advertising)
 - c) Process Industry (power/gas/petrochem/iron and steel/mining etc.)
 - d) Manufacturing of engineering and consumer goods/
construction/electrical/automobiles
 - e) FMCG Products
 - f) Retailing
 - g) Pharmaceuticals
 - h) Government, please specify ministry _____
 - i) Consultant / Management / Training Institute / University
 - j) Others, (Please Specify) _____

13. Number of employees in your organization
- a) 1 – 500 b) 501 – 1000 c) 1001 – 1500 d) 1501 & above
14. The annual revenue of your organization is:
- a) Up to Rs. 25 crore b) Rs. 25 – 50 crore c) Rs. 50 – 75 crore
- d) Rs. 77 – 100 crore e) Above Rs. 100 crore
15. How much do you think attrition is a threat to your organization?
- a) To a large extent b) To Medium extent c) To a small extent d) No effect
16. Is it facing the problem of attrition?
- a) To a large extent b) To Medium extent c) To a small extent d) No effect
17. What was the attrition rate during last 5 years in your organization?

	Year	Rate→	0 – 3	4 – 6	7 – 9	10 – 12	13 – 15
a)	2005-06						
b)	2006-07						
c)	2007-08						
d)	2008-09						
e)	2009-10						

18. What is the current rate of attrition in your organization?

	Rate of Attrition	
a)	0 – 3	
b)	4 – 6	
c)	7 – 9	
d)	10 – 12	
e)	13 – 15	

19. How much does the attrition affects your organization financially?

a) To a large extent b) To Medium extent c) To a small extent d) No effect

a) Highly effective b) Affects but manageable c) Unmanageable d) No effect

20. Rate the relative importance of some external and internal causes of attrition.

(1 – Least Important, 5 – Most Important)

		Least 1	2	3	4	Most 5
a)	Work goes unrecognized					
b)	Little chances to move ahead					
c)	Friction with supervisor and co worker					
d)	Availability of better career opportunities					
e)	Easy availability of equal or better paying jobs					
f)	Other Factors Please Specify					

21. What kind of strategies do you adopt to control the attrition rate?

		Least 1	2	3	4	Most 5
a)	Better Salaries					
b)	Better Working Conditions					
c)	Better Quality of Work Like					
d)	Better Incentives					
e)	Better Promotion Policies					

22. How far do you think HR can contribute towards tackling the attrition rate?

		Least 1	2	3	4	Most 5
a)	Can't handle alone					
b)	Can handle alone					
c)	Handle it with co ordination of other departments					

23. How do you cover the gap which is developed after a period of attrition?

		Least 1	2	3	4	Most 5
a)	Training					
b)	Incentives					
c)	Over Time					
d)	Package					
e)	Free Accommodation					

24. Do you feel attrition at times can prove to be healthy for your organization?

- a) always b) sometimes c) never

25. Does your organization conduct an assessment in the form of survey to measure the satisfaction level of the employees?

- a) Yes b) No c) To Some Extent

26. What Retention Management Programs have you adopted to retain the key performers of your organization?

		Least 1	2	3	4	Most 5
a)	Conveyance Charges					
b)	Promotions					
c)	Attractive Salaries					
d)	Motor Vehicle Allowance etc.					
e)	Facility and Foreign Tours					

27. How far did your Retention Programs help the organization to reduce the attrition rate?

- a) Below 25% b) Above 25 but below 50% c) no effect

28. The attrition battle can be won by focusing on –

		Least 1	2	3	4	Most 5
a)	Better Facilities					
b)	Well Treatment for Employees					
c)	Reducing wning the Bossing Threats					
d)	Freedom to Express views for improvements					
e)	Good relation between employer and employee					

29. How severe is the problem of attrition in your organization?

		Least 1	2	3	4	Most 5
a)	Very severe					
b)	Same as other firms in the industry					
c)	Attrition is not a problem in my firm					

30. Are you satisfied with retention policies?

a) Yes b) No c) To Some Extent

31. If yes or to some extent, Kindly mention the factor that has led to the above feelings?

		Least 1	2	3	4	Most 5
a)	Cordial relations between owner and workers					
b)	Good rewards					
c)	Self rectification of mistakes					
d)	Satisfaction of employees with organization					
e)	Good monitory facilities					

32. Kindly rank the following factors in order of their importance for employee retention
(1-Least Important, 5-Most Important)

		Least 1	2	3	4	Most 5
a)	Organization Culture					
b)	Compensation					
c)	Career development System					
d)	Performance Management System					
e)	Quality of work Life					
f)	Nature of the Job					
g)	Leadership Style					
h)	Welfare Facilities					

33. Kindly identify any other factor which is not included above.

34. Which are the elementary factors that attract the person towards the job?
(1-Least Preferred, 5-Most Preferred)

		Least 1	2	3	4	Most 5
a)	Reputation of firm					
b)	Location of firm					
c)	Salary offered					
d)	Firms in emerging sector					
e)	Working condition					
f)	Challenging Job					

35. What are other reasons that attract potential candidates to choose to work in your firm?

		Least 1	2	3	4	Most 5
a)	Opportunities to express his ideas					
b)	Freedom to work apart from working timings					
c)	Involvement of important work for employees					
d)	Accommodation near the working place					
e)	Facility of indoor games and recreations after heavy work					
f)	Reputation of the organisation					
g)	Pay scale					
h)	Motivation from management					

36. Kindly identify dominant factor that enhance satisfaction among employee & enhance retention.

		Least 1	2	3	4	Most 5
a)	Freedom to Work					
b)	Improvement of salary					
c)	Better working conditions					
d)	Incentives					
e)	Opportunities for individual development					

37. What are the proactive retention policies followed that enable you to differentiate from other firms?

		Least 1	2	3	4	Most 5
a)	Good packages					
b)	Skilled work appreciation					
c)	Faster promotions					
d)	Cordial relations					
e)	Respect for good suggestions					
f)	Loyalty Bonus					
g)	Tenure Awards					

38. Has the attrition rate decreased due to adopting these retention policies?

a) Yes. b) No. c) To Some Extent

39. Which is the method that you follow to formulate retention policies

a) Own b) Benchmarking

40. Rate the following reasons, based on which a potential candidate will choose to work for your firm, on the basis of their attractiveness? (Circle the appropriate rating in the following table):

		Least attractive 1	2	3	4	Most attractive 5
a)	Location of the firm					
b)	Compensation					
c)	Attractive benefits					
d)	Reputation of the firm					

41. Other reasons that attract potential candidates to choose to work in your firm?

		Least 1	2	3	4	Most 5
a)	Image of organization					
b)	Opportunities for personal development					
c)	Job satisfaction					
d)	Challenging job					
e)	Convenient location					

42. How would you rate the contribution of the following variables towards employee satisfaction and better work performance in your organization?(Please tick in the appropriate box in the table below)

Criteria	Ratings				
	Very Poor	Poor	Average	Good	Excellent
	1	2	3	4	5
Pay and benefits					
Rewards and recognition					
Skill development Opportunities					
Career advancement opportunities					
Job security					
Communications					
Challenges and opportunities in work					
Flexibility in work schedules					

43. Do the following factors increase employee belongingness in your organization?

Factors	Your Response		
	Yes	No	Can't Say
Organization culture			
Perception of fairness and equitable treatment			
Interpersonal relations			
Effective leadership			
Trust in senior management			
Empowerment			

44. Rank the following factors from 1-5 (1 implying Least significant and 5 implying most significant), in the order of their significance in being reasons for employees to remain in your firm for longer time?

		Least 1	2	3	4	Most 5
a)	Compensation and benefits					
b)	Working conditions					
c)	Job profile					
d)	Rewards and recognition					
e)	Learning and professional growth					

45. Does your organization use the following as a part of a structured retention policy?

Policy Tool	Your Response		
	Yes	No	Don't Know
Targeted Recruitment and Hiring			
Contractual obligations			
Stock Options			
Projects and assignments abroad			
Extension of benefits to dependents			

46. Any other tools used by your firm as a part of a structured retention policy?

47. What are the reasons that the employees will be loyal to your firm?

		Least 1	2	3	4	Most 5
a)	Good relations					
b)	Better packages					
c)	Free from bossing					
d)	Better opportunities					
e)	Better development					

48. List the reasons why employees will not be loyal to your firm?

		Least 1	2	3	4	Most 5
a)	Harassment					
b)	Low benefits					
c)	Heavy workload					
d)	Unsatisfactory condition					
e)	Absence of cooperation					

49. Your comments on employee retention efforts by your firm.

Thank You...

ANNEXURE – II

LIST OF ABRRIVIATION

FDI	Foreign Direct Investment
BPO	Business Process Outsourcing
NASSCOM	The National Association of Software Services and Companies
NCR	New Delhi Noida Gurgaon Region
IT	Information Technology
HRM	Human Resource Management
KPO	Knowledge Process Outsourcing
CTI	Computers Telephony Integration
BOT	Build Operate and Transfer
CSO	Customer Service Officer / Operator
ROT	Return Of Investment
VOIP	Voice Over Internet Protocol
MNCs	Multi-National Corporations
CSRs	Customer Service Representations
	Five Point Scale
1	Least important
2	Much important
3	Moderate important
4	More important
5	Most important