

## QUESTIONNAIRE

### Human Resource Management Practices and their outcomes: A Survey

Dear respondent,

The present study is an endeavor to identify the various HRM practices and their relationship with selected outcomes in various organizations in India. Below various statements related to HRM practices and their outcomes are listed. Please express how far these practices and their outcomes are prevailing in your organization by indicating your level of agreement/ disagreement on a five point scale

**(Where SA= Strongly Agree, A=Agree, UD=Undecided, D= Disagree, SD=Strongly Disagree.)**

The information provided by you will be used only for research (Ph.D) and not for any commercial activity. Please spare a few minutes from your valuable schedule and share your true feelings. Confidentiality of the information provided will be ensured.

<b><i>Human Resource Management Practices</i></b>					
Our organization places the right person in the right job.	SA	A	UD	D	SD
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.	SA	A	UD	D	SD
Selection of a candidate in our organization is strictly based on his/her merit.	SA	A	UD	D	SD
The training needs of the employees in our organization are assessed on the basis of their performance appraisal.	SA	A	UD	D	SD
Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business.	SA	A	UD	D	SD
The contents of the training programs organized are always relevant to the changing needs of our jobs and our business.	SA	A	UD	D	SD
We are assigned challenging jobs to charge our enthusiasm and develop our skills.	SA	A	UD	D	SD
We are encouraged to participate in various seminars and workshops etc.	SA	A	UD	D	SD
We are being paid adequately for the work we do.	SA	A	UD	D	SD
Pay increments offered by our organization are satisfactory.	SA	A	UD	D	SD
Our organization makes all payments due to us in time.	SA	A	UD	D	SD

Our organization follows the policy of matching pay with performance.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
The pay we receive is competitive compared to that of employees doing similar work in other organizations.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
We are satisfied with the benefits we receive.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
The benefits we receive in our organization are similar to what most of the other organizations in the industry provide to their employees.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Rewards and incentives are fairly distributed in our organization.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Rewards in our organization are strictly linked to employee performance.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
The existing reward and incentive plans do not motivate us for better performance.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Our organization appraises the performance of its employees at regular intervals.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Performance appraisal in our organization aims at improving employee performance and strengthening our job skills.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
We feel our performance appraisal has been fair and objective.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Our performance goals are set at realistic levels.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
We receive proper feedback on how we are performing.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Performance appraisal at our organization undertakes to identify the developmental needs of its employees to help them attain their career goals.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Our organization recognizes the career growth needs of its employees.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Adequate growth opportunities are available in our organization for those who perform well.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
In our organization good performers get promoted first.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Our organization is a recommendable place to work.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
We do not work under the threat of losing our jobs.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Our organization provides programs to assist balancing demands of employees with working spouse.	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>

Our organization provides programs to assist balancing demands of families with children and/or elderly family members.	SA	A	UD	D	SD
A number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy.	SA	A	UD	D	SD
Activities like religious preaching, meditation and/or yoga camps are organized to keep employee morale intact.	SA	A	UD	D	SD
We are motivated to work collectively towards achieving common goals.	SA	A	UD	D	SD
Continuous efforts are made in our organization to create a sense of belonging among employees and feel like a member of the corporate family.	SA	A	UD	D	SD
Our organization promotes honest and open self expression.	SA	A	UD	D	SD
Most of the supervisors in our organization encourage us to discuss our problems with them.	SA	A	UD	D	SD
We are often asked by our supervisors to participate in decision making.	SA	A	UD	D	SD
<b>Perceived Organizational Support</b>					
The company values our contribution to its well being.	SA	A	UD	D	SD
The company strongly considers our goals and values.	SA	A	UD	D	SD
Our organization does not ignore complaints from its employees.	SA	A	UD	D	SD
Our organization cares about our opinions.	SA	A	UD	D	SD
Our organization duly supports its employees facing any problem.	SA	A	UD	D	SD
The organization cares for employees' general satisfaction at work.	SA	A	UD	D	SD
Each employee is treated with genuine respect.	SA	A	UD	D	SD
<b>Employee attitudes and behavior</b>					
We trust the management for keeping the promises made to us.	SA	A	UD	D	SD
We are confident that our organization has growth potential.	SA	A	UD	D	SD

We believe that our management follows policies and practices that serve combined interests of both employees and the organization.	SA	A	UD	D	SD
Our management is competent enough to lead the organization towards prosperity.	SA	A	UD	D	SD
We believe that our supervisors never act opportunistically or exploit us.	SA	A	UD	D	SD
Management respects each employee's ability and knowledge of the job.	SA	A	UD	D	SD
Most of my co-employees would perform their duty sincerely even if supervisor is not around.	SA	A	UD	D	SD
I have full confidence in the competencies of my co-employees.	SA	A	UD	D	SD
<b>Affective and Normative Commitment</b>					
I would be very happy to spend the rest of my career with this organization.	SA	A	UD	D	SD
I enjoy discussing my organization with people outside of it.	SA	A	UD	D	SD
I really feel as if this organization's problems are my own.	SA	A	UD	D	SD
I do not feel like a part of the family in my organization.	SA	A	UD	D	SD
This organization has a great deal of personal meaning for me.	SA	A	UD	D	SD
I do not feel any obligation to remain with my current employer.	SA	A	UD	D	SD
I would feel guilty if I leave my organization now.	SA	A	UD	D	SD
I would continue to work for this organization in future, as it deserves the same.	SA	A	UD	D	SD
I would not leave my organization right now because I have a sense of obligation to the people in it.	SA	A	UD	D	SD
Too much in my life would be disrupted if I decided to leave my organization now.	SA	A	UD	D	SD
<b>Discretionary Behaviour</b>					
I help new workers, even when not asked to do so.	SA	A	UD	D	SD
Whenever my organization requires, I willingly stay at work till late.	SA	A	UD	D	SD

I make suggestions for improvements.	SA	A	UD	D	SD
I volunteer for things that are not part of the job.	SA	A	UD	D	SD
I avoid taking up extra duties and responsibilities.	SA	A	UD	D	SD
When ever a need arises I stand up to protect the reputation of my organization.	SA	A	UD	D	SD
I rarely try to correct a faulty procedure or practice.	SA	A	UD	D	SD

**Personal details:**

Qualification: PG .....

Your area of specialization: .....

Your designation: .....

Date of joining the current organization: .....

Total corporate experience: .....

Age (years): .....

Gender (please tick): male / female

Marital status (please tick): married / single

Spouse (please tick): working / non-working

***Thank you***