Questionnaires for workers

NOTE: Information supplied by the respondent will be maintained confidential. The research scholar has given the assurance that any information supplied by the respondent will not be disclosed anywhere. Please cooperate me for my academic purpose.

GENERAL INFORMATION

I: Personal Data

1.1 Name of the Employee: _________________________________

1.2 Name of the organisation: _________________________________
   Age: (in years) _____
   Sex: - Male/ Female □
   Category: - skilled/ unskilled/semiskilled _________________________________

1.3 Native : - Rural/Urban/semi urban_______________________________

1.4 Education: - Primary/secondary/ Graduation/ Technical.______________

1.5 Experience in the same organisation: - _______ yrs _______ Months

1.6 Experience in the Other organisation: - _______ yrs _______ Months

II: HR Policies

2.1 a) Are you aware of the HRM Policies of your organisation? Yes/ No
   
   b) If yes please state that who is responsible for formulating HRM policies?
      1) Boards of Directors
      2) HR manager
      3) HRM policy committee.

2.2 State the reasons for unfamiliarity with HRM policies:
   1) Not communicated   2) Non accessible
   3) Any other (including not known, not favorable? etc.)

2.3 Whether HRM policies are communicated to you? Yes / No
   a) If Yes, How _____________________________________________________
   a) If No, Why _____________________________________________________
2.4 Whether the frames policies are actually implemented in the mill?

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<td>5</td>
<td>Industrial Relations</td>
<td>Yes/ No</td>
</tr>
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**III: EMPLOYMENT**

3.1 Is there a HR department in your factory? Yes/ No

3.2 Do you know the recruitment policy of your mill? Yes/No

3.3 Method of contact of sources
   1) Applied directly  2) Newspaper advertising
   3) Through unions  4) Employment Exchange
   5) Any other.

3.4 How did you get the job in this mill?
   1) Selection on merit  2) Relative’s influence
   3) Through recommendation of management
   4) Job Test

3.5 Did you undergo any test at the time of recruitment? Yes/ No
   If yes, what sort of test was it?
   Written test / interview/ Job Test/Medical.

3.6 a) what do you think about the method of recruitment in your factory?
   Satisfactory/ Unsatisfactory/ Can’t say

   b) If, unsatisfaction please
      specify………………………………………………………………………………

   ………………………………………………………………………………….
IV: HR DEVELOPMENT

4.1 What is the duration of performance appraisal?
   a) Monthly b) Quarterly c) Twice in a Year d) Yearly. e) Daily

4.2 Who conducts the performance appraisal?
   a) Supervisors b) HR Manager c) Both d) Don’t know

4.3 a) Are the appraisals conveyed to you for a feedback and counselling if required?
   b) Does performance appraisal system effects on:-
      a) Promotion  d) Incentives
      b) Increment  e) Transfer
      C) Special reward  f) Demotion
      If yes what is the Extent.

4.4 Are you aware of the promotion policy of your factory? Yes/No

4.5 How many special increments have you received so far? ............

4.6 What is the criterion for the promotion?
   Seniority/ efficiency/ merit/ seniority, Merit and efficiency.

4.7 a) Are you satisfied with existing promotion policy?   Yes/ No
   b) If No, please state the reasons_____________________________________

4.8. Did you undergo any special training /Apprenticeship/ probation, before your placement: Yes/ No
   If yes, what was the duration?
   Years/ months/ weeks from _______to______

4.9 Are you aware of training policy of your factory? Yes/ No

4.10 Does the factory provide training to all the employees? Yes/ No
   a) If yes, how it is provided._________________________________________

   b) If No, State the reasons._________________________________________

4.11 What is your opinion about training?
   Should it be: Pre- employed /post –employed.

4.12 What is your opinion about the training policy?
   Satisfactory/ Unsatisfactory

4.13 Which training methods would you prefer?
   a) On-the-job          b) Off-the-job
4.14 Do you apply the inputs you receive in training on actual working?  Yes/ No.
4.15 Does any evaluation of training system exists in your organisation? Yes/ No.
4.16 Does the organisation encourage career planning for the employees? Yes/ No.
4.17 What are the bases of your career advancement schemes?
   a) Promotion             b) Increments             c) Recognitions
   d) Non monetary benefits

V: COMPENSATION MANAGEMENT

5.1 a) Whether the wage and salary is administered? Yes /No
      b) If yes, how? Structured/ by Negotiation.
5.2 Whether the wages are according to:-
      a) Minimum wage
      b) Fair wage
      c) Living Wage
5.3 What is your opinion about wage and salary paid to you?
      Adequate/ in adequate
5.4 Do you think that your wages and salaries are in proportion with the requirement of the job?
      Yes/ No
5.5 Does the organisation have performance linked incentive schemes? Yes/ No
5.6 Are you satisfied with wage and salary administration? Yes/ No.
5.7 What are the main superannuation and retirement provisions in your factory?
      a) Provident Fund                  b) Family pension
      c) Gratuity                             d) Provisions under workmen’s compensation act
      e) Any other.
5.8 Whether payment of bonus is applicable to your mill:  Yes/ No
5.9 If yes, what was the percentage of bonus given during last year?
5.10 Are you satisfied with payment of bonus?
      Satisfied/ Dis-satisfied/ No comments.
5.11 a) Do you get leave facility: (YES / NO)
      b) If yes, How much leave and of what type?
      a) Casual leave                    b) Earned leave
      c) Sick leave                      d) Accident leaves
      e) Maternity leave                 f) Leave without pay with permission.
5.12 Is the leave sanctioned whenever requested by you: (YES / NO)

5.13 Are you satisfied with leave provisions of your factory? Yes/ No.

VI: INDUSTRIAL RELATIONS

6.1 What welfare benefits are available in your factory?

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6.2 What is your attitude regarding provisions of the following in your working place?

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<td>b) Ventilation</td>
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</tr>
<tr>
<td>c) Temperature</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>d) Humidity</td>
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<tr>
<td>e) Dust</td>
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</tr>
<tr>
<td>f) Noise and vibration</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>g) Smoke and fumes</td>
<td>Satisfactory/ Unsatisfactory</td>
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<tr>
<td>h) Over crowding</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>i) Cleanliness</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>j) Machinery</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>k) Safety</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>l) Other (Pollution)</td>
<td>Satisfactory/ Unsatisfactory</td>
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</table>
6.3 Are you provided with safety devices? Yes/No.
6.4 a) Have you ever met with an accident in the factory? Yes/No.
   b) If Yes, of what type.
      i) Major accident          ii) Minor accident
      iii) Accident resulting in temporary disablement   iv) None.
6.5 a) Whether there is a grievance settlement committee? (YES / NO)
   b) If yes who are the members.
      i) Management
      ii) Union
      iii) Both
   c) If No, is there any other committee which is looking after the problems of
      workers like works committee etc? Yes/No
6.6 a) Did you have any grievance during your service in respect of?
   a. Leave
   b. Weekly – off
   c. Transfer
   d. Promotion
   e. Heavy work
   f. Confirmation
   g. Indiscipline
   h. Absenteeism
   i. Working conditions
   j. Welfare facilities.
   k. Any other
   b) If yes, whom do you approach?
      a) Management
      b) Supervisor
      c) Unions.
      d) HR Dept.
6.7 a) Are your grievances properly attended? Yes/No
   b) If No Why?
6.8 a) Are you satisfied about grievance procedure? Yes/No
   b) If No give your suggestions.
6.9 a) Was there any strike or lockout in your organisation since last 3 years? Yes/ No.
   b) If yes, did you participate in it? Yes/ No.
   c) If Yes, was it successful? Yes/ No.
6.10 What do you think about the management of your establishment?
   a) Sympathetic   b) Indifferent   c) Unempathetic.
6.11. Are you satisfied with your job? (YES / NO)
   If yes, to what extent you are satisfied with job?
   a. Highly satisfied
   b. Partially Satisfied
   c. Not satisfied
6.12 How do you feel about your work?
   Routine/Challenging/Irritation/Frustrating
6.13 Do you feel that your abilities are fully utilized by the job?
   Completely/partially/Not at all
6.14 While on job, do you get opportunity to do thing you feel the best? (YES / NO)
6.15 Do you think that job is very difficult? (YES / NO)
6.16 Are you paid for overtime work? (YES / NO)
6.17 Are you secured with your job? (YES / NO)
6.18 Does your job give you mental satisfaction: (YES / NO)
6.19 Do you frequently go on leave for change in shift? : (YES / NO)
6.20 Are the intervals between the working hours sufficient for relaxation? : (YES / NO)
6.21 Is there any scope for promotion with your abilities: (YES / NO)
6.22 At the time of heavy work do you feel pressure / tense? (YES / NO)
6.23 Is there a feeling of co-operation among your colleagues: (YES / NO)
6.24 Do your supervisors encourage you in your work and give support whenever needed?       Yes/ No.
6.25 How your immediate head/ superior behave with you?
   a) Sympathetic   b) Kind
   c) Indifferent   d) Harsh
6.26 a) Do you have a reward scheme like:
   i) Man of the year
   ii) Best attendance in the year
iii) Productivity linked incentive scheme.
b) Have you received any reward from your company? Yes/ No.
c) According to you which type of awards will help in increasing the efficiency and productivity?

6.27. Has the mill adopted a Total Quality Management system? Yes/ No.
6.28. Do you have quality circle in your mill? Yes/ No.

**SATISFACTION LEVEL OF THE WORKERS**

Key: 1=Excellent, 2= Very Good, 3=Good, 4=Fair and 5=Poor.

<table>
<thead>
<tr>
<th>Q.1. HR Policies of the organisation</th>
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<tr>
<td>Q.2. Employment practices</td>
<td></td>
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<td>Q.6. Open door policy by superiors</td>
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<td>Q.7. Welfare facilities</td>
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<td>Q.8. Pride in being an employee of this organisation.</td>
<td>1</td>
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<td>Q.9. Regular department meetings</td>
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<td>Q.10. Job stress and tensions counseling by experts</td>
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<td>Q.11. Proper display of safety instructions</td>
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<td>Q.12. Suggestion and complaint box</td>
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Q.13  Transparency in decision making

Q.14.  Quality of on-the-job training

Q.15.  Employer employee relations

Q.16.  Grievance redressel committee

Q.17.  Union employee relations

Open End Questions:
1) Are you satisfied with existing HR practices in your organisation?

2) Please specify, what are the changes required in existing HR Policies and Practices in your organisation?

Signature of the respondent
Questionnaires for supervisors

NOTE: Information supplied by the respondent will be maintained confidential. The research scholar has given the assurance that any information supplied by the respondent will not be disclosed anywhere. Please cooperate me for my academic purpose.

GENERAL INFORMATION

I: Personal Data

Name of the organisation:

1.1 Name of the Respondent:-
   Age (in years)
   Sex: Male/ Female
   Category: skilled/ unskilled/ semiskilled

1.2. Native : Rural/Urban/semi urban

1.3. Education: Primary/secondary/ Graduation/ Technical.

1.4. Duration of service : (in years)

1.5. Did you work at any other places?
   If yes, how long? .................. Years.

II: HR Policies

2.1 a) Is there a HR department in your factory? Yes/ No.
   b) If No, what is the reason behind it?
      i) No need of such department  ii) Very few employees
      iii) Management does not like it  iv) Any other.

2.2 a) Are you aware of the HRM policies of your factory? Yes/No
   b) If yes, please state that who is responsible for formulating HRM policies in your factory?
      Boards of Directors / HR manager/ HRM policy committee.
   c) If no, please state reasons for unfamiliarity with HRM policies:
      1) Not communicated  2) Non accessible  3) Any other (including not known, not favorable? etc.)

2.3 Are you participant in formulation task? : Yes /No
a) If, yes, in what capacity
b) If no, do you desire to be involved? : Yes / No

2.4 Are you satisfied with communication of HRM policies?
Highly satisfied/ satisfied/ Dis–satisfied/ highly dissatisfied.

2.5 Weather the frames policies are actually implemented in the mill?

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2.6 a) Are you satisfied with existing HR practices in your organisation? Yes/ No
b) If No, specify in brief, ________________________________________________________________

III: EMPLOYMENT

3.1 How the employees are recruited?
1) Applied directly  2) News paper advertising
3) Through unions   4) Employment Exchange
5) Any other.

3.2 Through which source were you recruited?
Internal sources / external sources/ any other.

3.3 How did you get the job in this mill?
1) Selection on merit  2) Relative’s influence
3) Through recommendation of management

3.4 Did you undergo any test at the time of selection? Yes /No
If yes, what sort of test was it?
Written test /on-the-job test/ medical test/ interview

3.5 What do you think about the method of recruitment and selection in your factory?
Extremely fair/ fair/ unfair.

3.6 What is your opinion about the recruitment policy?
Explain:-__________________________________________________________
__________________________________________________________
3.7 How was the nature of work introduced?
   a) Through appointment letter
   b) Oral instructions by the appointing authority
3.8 To whom you were supposed to report in the department?
   a) Head of department
   b) Chief of the plant
3.9 How was the job introduced?
   a) Orally
   b) Through practical demonstrations
   c) Both
3.10 How you were placed in the organisation?
   a) Based on skill
   b) Experience
   c) By choice
3.11 What was the duration of Induction training programme _____________
3.12 Whether the time table of Induction programme was provided? Yes/ No
3.13 a) Whether daily records pertaining to Induction programme progress was maintained? Yes/No
   b) If yes whether the progress was considered for the confirmation in the department.

IV: HR DEVELOPMENT

4.1 What is the number of employees working under you? ........
4.2. How do you maintain the records of the employees?
   Computerized/ Manually
4.3 a) Do you conduct the performance appraisal of the workers? Yes/ No.
   b) If No, then who conducts the performance appraisal _________________
   c) If Yes, which method do you use to appraise the employees?
      i) Merit rating           ii) Essay method
      iii) Critical Incident   iv) Check list method
4.4 What is the duration of performance appraisal?
   a) Monthly b) Quarterly c) Twice in a Year d) Yearly e) Daily
4.5 a) Are you satisfied with existing performance appraisal procedure? Yes/ No.
   b) If No, please give suggestions ____________________________

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4.6 a) As a middle manager do you face any problem? Yes/ No
b) If Yes please specify: ...........................................................

4.7 a) Do you have promotion policy in your organisation? Yes/ No.
b) If yes what are the criterion for the promotion?
   Seniority/ efficiency/ merit/ seniority and Merit.

4.8 How many promotions you have received so far?

4.9 a) Are you satisfied with existing promotion policy? Yes/ No.
b) If No, please give valuable suggestions _____________________________
   _____________________________

4.10 Is there any scope for promotion with your abilities? Yes/ No.

4.11 a) Did you undergo any special training /Apprenticeship/ probation, before your placement: Yes/ No
b) If yes, what was the duration? Years/ months/ weeks from to

4.12 a) Does the organisation provide training to all the workers? Yes/ No
b) If yes, what type of training is provided?
   i) Induction  ii) Refresher training
   iii) Special for skill development  iv) Development for promotion.

4.13 What is your opinion about training policy?

4.14 Which of the following training methods would you prefer?
   On the job/ off the job/ job-rotation/ Apprenticeship.

4.15 What should be the duration of training period?

4.16 Should it be according to particular trade? Yes/ No

4.17 Who should be the trainer?
a) Internal expert
b) External expert

4.18 Whether the evaluation of training of each participant recorded and maintained.
Yes/ No.

4.19 Whether the evaluation of trainer is recorded by the trainee. Yes/ No.

4.20 Does the organisation encourage career planning for the employees? Yes/ No.

4.21 What are the bases of your career advancement schemes?
a) Promotion   b) Increments   c) Recognitions
   d) Non monetary benefits
**V: COMPENSATION MANAGEMENT**

5.1 Do you work in shifts?   Yes/ No.

5.2 Which shift do you prefer?   Day/Night.

5.3 Whether the wage and salary is administered? Yes /No
   If yes, how? Structured/ by Negotiation.

5.4 What is your opinion about wage and salary paid to the employees?
   Adequate/ in adequate

5.5 Do you think that your wages and salaries are in proportion with the requirement
   of the job: Yes/ No

5.6 Does the organisation have performance linked incentive schemes? Yes/ No

5.7 Are you satisfied with wage and salary administration?
   Highly satisfied/ satisfied/ Dis- satisfied/ highly dissatisfied.

5.8 Whether the promotion is a routine? Yes/No

5.9 Whether the quality is considered for the jumping promotion. Yes/ No.

5.10 What are the main superannuation and retirement provisions in your factory?
   a) Provident Fund   b) Family pension   c) Gratuity
   d) According to workmen’s compensation act.   e) Any other.

5.11 Are you satisfied with payment of bonus?
   Satisfied/Dis-satisfied/ No comments.

5.12 a) Do you get leave facility: (YES / NO)
   b) If yes, How much leave and of what type?
      a) Casual leave   b) Earned leave   c) Sick leave
      d) Medical leave   e) Leave without pay with permission
      f) Maternity leave   g) any other

5.13 a) Are you satisfied with leave provisions of your factory?   Yes/ No
   b) If No, give valuable suggestion if any_______________________________

5.14 Is the leave sanctioned whenever required by you? Yes/ No.

5.15 Has the mill adopted a Total Quality Management system? Yes/ No.

5.16 Do you have quality circle in your mill? Yes/ No.
VI: INDUSTRIAL RELATIONS

6.1 What welfare benefits are available in your factory?

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</tr>
<tr>
<td>c) Temperature</td>
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<td>d) Humidity</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
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<td>e) Dust</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>f) Noise and vibration</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>g) Smoke and fumes</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>h) Over crowding</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>i) Cleanliness</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>j) Machinery</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>k) Safety</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
<tr>
<td>l) Other (Pollution)</td>
<td>Satisfactory/ Unsatisfactory</td>
</tr>
</tbody>
</table>

6.6 Are you provided with safety devices? Yes/ No.

6.7 a) Have you ever met with an accident in the factory? Yes/ No.

   b) If Yes, of what type.
      i) Major accident          ii) Minor accident
      iii) Accident resulting in temporary disablement  iv) None.

6.5 Is there any grievance settlement procedure in your organisation? Yes/ No.

6.6 What is your opinion about grievance settlement procedure?

   a) Fair
   b) Formality
   c) Unfair.

6.8 a) did you have any grievance during your service in respect of

   1) Leave
   2) Weekly – off
   3) Transfer
4) Promotion
5) Heavy work
6) Confirmation
7) Indiscipline
8) Absenteeism
9) Working conditions
10) Welfare facilities.

b) If yes, whom do you think responsible for handling the grievances in a just
manner?
   a. Management
   b. Unions.
   c. HR Dept.

6.8. What is your role in the grievance settlement of your factory?

6.9. a) Are you satisfied with grievance settlement procedure of your factory?
   Yes/No

   b) If No what are suggestions for improvement.

6.10 a) Was there any strike or lockout in your organisation since last 3 years? Yes/No.

   b) If yes, did you participate in it? Yes/No.

   c) If Yes, was it successful? Yes/No.

6.11 What do you think about the management of your establishment?
   a) Sympathetic   b) Indifferent   c) Unempathetic.

6.12. How do you feel about your work?
       Routine/Challenging/Irritation/Frustration.

6.13. Do you feel that your abilities are fully utilized by the job?
       Completely/partially/Not at all

6.14. While on job, do you get opportunity to do things you feel the best? (YES / NO)

6.15. Do you think that job is very difficult? (YES / NO)

6.16. Do you work more than the routine working hours? (YES / NO)

6.17. Are you secured with your job? (YES / NO)

6.18. Does your job give you mental satisfaction: (YES / NO)

6.19. Do you frequently go on leave due to change in shifts? : (YES / NO)
6.20. Are the intervals between the working hours sufficient for relaxation? (YES / NO)

6.21. Are you satisfied with your job? (YES / NO)
   If yes, to what extent you are satisfied with job?
   a. Highly satisfied
   b. Partially Satisfied
   c. Not satisfied

6.22. At the time of heavy work pressure, do you feel tense? (YES / NO)

6.23. Is there a feeling of co-operation among your subordinates: (YES / NO)

6.24. Would you like to contribute your suggestions regarding HR Practices?
   a) Recruitment and Selection
   b) Promotional Policy
   c) Transfer Policy
   d) Statutory welfare provisions
   e) Training and Development
   f) Wages and Salary

SATISFACTION LEVEL OF THE SUPERVISORS

Key: 1=Excellent, 2= Very Good, 3=Good, 4=Fair and 5=Poor.

Q.1. HR Policies of the organisation

Q.2. Employment practices

Q.3. Provision of salary and allowances

Q.4. Working conditions

Q.5. Satisfactory provision of leave

Q.6. Open door policy by superiors

Q.7. Welfare facilities

Q.8. Pride in being an employee of this organisation.
Q.9. Regular department meetings

Q.10. Job stress and tensions counselling by experts

Q.11. Proper display of safety instructions

Q.12. Suggestion and complaint box

Q.13. Transparency in decision making

Q.14. Quality of on-the-job training

Q.15. Employer employee relations

Q.16. Grievance redressel committee

Q.17. Union employee relations

**Open End Questions:**

1) Please specify, what are the changes required in existing HR Policies and Practices in your organisation?

Signature of the respondent
Questionnaires for Managerial Staff

NOTE: Information supplied by the respondent will be maintained confidential. The research scholar has given the assurance that any information supplied by the respondent will not be disclosed anywhere. Please cooperate me for my academic purpose.

GENERAL INFORMATION

I: Personal Data

Name of the Organisation:

1.1. Name of the Respondent:

   Designation:

   Department:

   Education: Graduation/ Post-Graduation/ Professional.

Total Experience:

Experience in same organisation:

II: HR POLICIES:

2.1. Is there a HR department in you factory? : Yes / No
   If no, what is the reason behind it?
   a. Very few employees,
   b. No need of such department
   c. Management does not like it,
   d. Any other reason (specify)

2.2. Do you have any written HR policy? : Yes / No

2.3. Who is responsible for formulation HR policies?
   a. Board of Directors,
   b. HR policy committee
   c. HR Dept. and Management.
   d. General manager

2.4. How do you communicate HR policies to you employees? :
   a. HR Bulletins or Manuals,
   b. Sending letters,
   c. Holding meeting,
   d. Exhibiting in bulletin/ Notice Board.
2.5 Are you consulting state federation of cooperative spinning mills with regards to labour/personnel matters/HR matters? Yes/No

2.6 Weather the frames policies are actually implemented in the mill?

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Facilities Provided</th>
<th>Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employment</td>
<td>Yes/No</td>
</tr>
<tr>
<td>2</td>
<td>Training &amp; Development</td>
<td>Yes/No</td>
</tr>
<tr>
<td>3</td>
<td>Wages &amp; Salary Administration</td>
<td>Yes/No</td>
</tr>
<tr>
<td>4</td>
<td>Human Relations</td>
<td>Yes/No</td>
</tr>
<tr>
<td>5</td>
<td>Industrial Relations</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>

**III: EMPLOYMENT**

3.1 a) Are you adopting manpower planning for all categories of employees in your organisation? Yes/No
   b) If yes who is responsible for preparing manpower plan.______________

3.2 a) Are you following the manpower pattern recommended by All India Federation of Cooperative spinning mills? Yes/No
   b) If yes do you find this manpower plan useful for your mill? Yes/No

3.3 Are you making aware your officers and supervisors about the manpower and its significance in Human Resource Management? Yes/No

3.4 Does predefined recruitment policy exist in the factory? Yes/No.

3.5 How frequently the manpower planning is conducted in your organisation?
   a) Quarterly   b) Six months
   c) Yearly   d) None.

3.6 a) Do you have a procedure for requisition for recruitment in your mill? Yes/No
   b) If yes who is authorized to sanction the requisition for new/additional recruitment? ____________________________

3.7 Is the recruitment and selection procedure working satisfactorily in your factory? Yes/No

3.8 Do you have any suggestions to improve the recruitment and selection procedure? ____________________________

3.9 Is there a recruitment policy in your factory? Yes / No

3.10 Which source do you prefer for recruitment?
    Internal source / External Sources/ Both
3.11 How do you recruit most of your employees?
   a. Through recommendations of the management.
   b. Employees relatives,
   c. Direct applications,
   d. Employment Exchange,
   e. News paper Advertising

3.12 a) Is there any selection test in your factory? : Yes / No
   a. Interview
   b. Written test
   c. Job test
   d. Aptitude test
   e. Medical test
   f. All above
   b) Which of the above test you have undergone before selection?

3.13 What do you think about selection procedure followed by the organisation?
   a) Good b) Fair c) Bad

3.14 Does the factory provide training to all the Employees : Yes / No
   If Yes what is the duration of Training for:-
   a) Workers
   b) Supervisors
   c) Officers

3.15 Which training method is generally used in your factory?
   a. On the Job
   b. Job rotation
   c. Special training on deputation

3.16 Do you have promotion policy in your factory : Yes / No.

3.17 What are the criteria for the promotion?
   Seniority/ Merit/ efficiency/ Seniority cum Merit.

3.18 a) Have you implemented performance appraisal system in your organisation
   Yes/No
   b) If yes for whom it is applicable
      1) Workers
      2) Supervisors
      3) Managerial staff

3.19 a) Is the performance appraisal system working satisfactorily according to you
   Yes/No
   b) If No what are your suggestions for improvement,_________________________

3.20 Are the appraisals depended upon for the decision of?
   a) Special increment
   b) Up gradation
   c) Promotion
   d) None
IV: HR DEVELOPMENT

4.1 a) Do you have a policy of developmental training for your employees. Yes/ No.
   b) If yes, please give details ……………………………………………………

4.2 a) Do you have in-house training facility in your organisation. Yes/ No.
   b) If yes, what kind of training is imported in the in-house programme?

4.3 a) Are the employees deputed for ex-house training   Yes/ No
   b) If yes, please give the nature of training
      1) Seminars
      2) Conferences
      3) Workshops
      4) Special training capsule

4.4 a) Are you satisfied about the training facility in your organisation Yes/ No.
   b) If No, what are your suggestions for improvement?

V: COMPENSATION MANAGEMENT

5.1. Is there any wage and salary administration department in your factory? : Yes / No

5.2. How do you fix salary of your employees?
   a. According to grades/categories
   b. Bye – Laws of the factory
   c. Qualifications
   d. Management decisions
   e. As per policies and directives
   f. Wage settlement with union

5.3. What are the main superannuation and retirement provision in your factory?
   a. Provident fund
   b. Family pension
   c. Gratuity
   d. Leave Encashment
   e. Any other

5.4 What is the leave provision in your factory?:
   Casual leave / Medical leave / Privilege leave/sick leave/ accident leave/leave without pay with permission.

5.5 What is the procedure for granting leave?
   Explain:………………………………………………………………………………
   …………………………………………………………………………………

5.8 Do you think that your salary is in the proportion to the nature of job?: Yes/ No.
VI: INDUSTRIAL RELATIONS:

5.5 How do you settle the grievance of your employees?
   d. Direct approach to management
   e. Grievance settlement committee
   f. Grievance settlement procedure.

5.7 What are the major grievances according to you in the order of seriousness?
   Leave / transfer / Promotion / Heavy work / Supervisor’s behavior /
   indiscipline / wages / unfair treatment.

5.8 What is your attitude towards the staff grievances brought to you?
   a) Opposite  b) Supportive  c) Rule bound

6.1 a) Is there any trade union in your factory? : Yes / No
   b) If No, How do you solve the problems of your employees?

6.2 a) Was there any strike in the past 3 years in your factory? : Yes / No
   b) If yes, what were the causes of strike and what was the duration of strike.
      Wages / Bonus / working hours / any other.

6.3 How did you settle the factory employee strike?
   a. collective Bargaining
   b. Discussion and negotiation with recognized T.U.
   c. Reference to Labour court.
   d. Reference to Tribunal
   e. Arbitration.
   f. Conciliation officer - like Assistant Labour Commissioner

6.4 State your opinion about labour – management relations after the strike (called off)?
   Improved/ Stabilized/ Deteriorated/ No Change/ Undecided/ in the process of improvement.

6.5 What is your opinion about union leaders?
   Good/ Bad/ Cant say.

6.6 a) What is your opinion about employee participation in management?
   Explain: - ..............................................................................................................
               ..............................................................................................................
   b) Are there any joint committees in your factory Yes/ No?

6.7 Has the mill adopted a Total Quality Management system? Yes/ No.

6.8 Do you have quality circle in your mill? Yes/ No.

6.9 Is there any relation between job satisfaction and performance of an employee
      : Yes / No.
6.10 It is necessary in your opinion to take a periodical review to introduce retrospective study of HR policies and practices in your undertaking with a view to make suitable changes to ensure smooth relation with the employee? If yes, were any efforts made in the past and with what result?

6.11 Do you believe in building employer-employee relations on the pattern of the family? : Yes / No.

6.12 Which was the latest collective agreement reached by you with the union? Explain:-..............................................................................................................................................................

6.13 What was the scope of the agreement?
   a) Wages            d) Welfare facilities
   b) Bonus            e) Any other.
   c) Workload

6.14 How much time is taken by you to settle the staff grievance?
   a. Immediately
   b. One week
   c. Two week
   d. Depending upon nature of grievance.

6.15 a. Are you satisfied with your job? (YES / NO)
   b. If yes, to what extent you are satisfied with job?
      1) Highly satisfied
      2) Partially Satisfied
      3) Not satisfied

6.16 What are the major causes of absenteeism?
   a. Traveling
   b. Festival
   c. Farming
   d. Sickness/ Illness
   e. Household function.

6.17 What are the measures taken to reduce absenteeism?
   a. Verbal discussion
   b. Disciplinary action
   c. Written warning
   d. Counseling
   e. Incentives linked with attendance
   f. Open appreciation.
SATISFACTION LEVEL OF THE MANAGERS

Key: 1=Excellent, 2= Very Good, 3=Good, 4=Fair and 5=Poor.

Q.1. HR Policies of the organisation

Q.2. Employment practices

Q.3. Provision of salary and allowances

Q.4. Working conditions

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Q.6. Open door policy by superiors

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Q.12. Suggestion and complaint box

Q.13. Transparency in decision making

Q.14. Quality of on-the-job training

Q.15. Employer employee relations

Q.16. Grievance redressel committee
Q.17. Union employee relations

**Open End Questions:**

1) Please explain the HRM policies of your organisation in brief?

2) Please specify, what are the changes required in existing HR Policies and Practices in your organisation?

Signature of the respondent
### Tables:

**Table No: 1 Sample Size of Solapur District**

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Name of the mill</th>
<th>Class of employees</th>
<th>Total numbers</th>
<th>Respondents considered for study (10%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shetkari Sahakari Soot Girni Ltd, Sangola, Solapur</td>
<td>Workers</td>
<td>1427</td>
<td>139</td>
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<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managerial Staff</td>
<td>23</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Shri Swami Samarth Shetakari wa vinkari Sahakari Soot Girni Niyamit, Valsang, Solapur</td>
<td>Workers</td>
<td>850</td>
<td>83</td>
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<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>25</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managerial Staff</td>
<td>68</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Sharada Yantramag Vinkar Sahkary Soot Girani Niyamit, Kumbhari, Solapur</td>
<td>Workers</td>
<td>530</td>
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<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>10</td>
<td>01</td>
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<tr>
<td></td>
<td></td>
<td>Managerial Staff</td>
<td>08</td>
<td>01</td>
</tr>
<tr>
<td>4</td>
<td>Shankarrao Mohite Sahakari Soot Girini Limited, Walepur, Phandharapur</td>
<td>Workers</td>
<td>94</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>3</td>
<td>00</td>
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<tr>
<td></td>
<td></td>
<td>Managerial Staff</td>
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Source: D.D.R Office Solapur and Survey
**Table No: 2 Sample Size of Sangli District**

<table>
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<tr>
<th>Sr.No</th>
<th>Name of the mill</th>
<th>Class of employees</th>
<th>Total numbers</th>
<th>respondents considered for study (10%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Khanapur Taluka Sahakari Soot Girni, Vita, Sangli.</td>
<td>Workers</td>
<td>110</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>11</td>
<td>01</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managerial Staff</td>
<td>7</td>
<td>01</td>
</tr>
<tr>
<td>2</td>
<td>Sagreshwar Soot Girni Ltd, Kadegao, Sangli.</td>
<td>Workers</td>
<td>545</td>
<td>53</td>
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<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>16</td>
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<td></td>
<td></td>
<td>Managerial Staff</td>
<td>34</td>
<td>03</td>
</tr>
<tr>
<td>3</td>
<td>Krishna Verla Magasvargiya Soot Girni Ltd, Palus, Sangli.</td>
<td>Workers</td>
<td>325</td>
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<tr>
<td></td>
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<td>Supervisors</td>
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</tr>
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<td></td>
<td></td>
<td>Managerial Staff</td>
<td>28</td>
<td>03</td>
</tr>
<tr>
<td>4</td>
<td>Din Dayal Magasvargiya Sahakari Soot Girni Ltd, Islampur, Sangli.</td>
<td>Workers</td>
<td>425</td>
<td>41</td>
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<tr>
<td></td>
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<td>Supervisors</td>
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<td>Managerial Staff</td>
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<tr>
<td><strong>Total:</strong></td>
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<td><strong>149</strong></td>
</tr>
</tbody>
</table>

Source: D.D.R Office Solapur and Survey
Table No: 3 Sample Size of Kolhapur District

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Name of the mill</th>
<th>Class of employees</th>
<th>Total numbers</th>
<th>respondents considered for study (10%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nav Maharashtra Sahakari Soot Girni Ltd, Ichalkaranji, Kolhapur</td>
<td>Workers</td>
<td>600</td>
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<tr>
<td></td>
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<td>Supervisors</td>
<td>27</td>
<td>03</td>
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<td></td>
<td>Managerial Staff</td>
<td>53</td>
<td>05</td>
</tr>
<tr>
<td>2</td>
<td>Datta Shetkari Vinkari Sahakari Soot Girni Ltd, Ichalkaranji, Kolhapur</td>
<td>Workers</td>
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<td>20</td>
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<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>8</td>
<td>01</td>
</tr>
<tr>
<td></td>
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<td>Managerial Staff</td>
<td>8</td>
<td>01</td>
</tr>
<tr>
<td>3</td>
<td>Shirol Taluka Magasvargiya Sahakari Soot Girni, Ichalkaranji, Kolhapur</td>
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<td>Supervisors</td>
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<td>Ichalkaranji Co-operative Spinning Mills Ltd, Ichalkaranji, Kolhapur</td>
<td>Workers</td>
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<td></td>
<td></td>
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<td>Managerial Staff</td>
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<td>08</td>
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<td>Managerial Staff</td>
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<td>03</td>
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<tr>
<td>6</td>
<td>Choudashwari Sahakari Soot Girni Ltd, Ichalkaranji, Kolhapur</td>
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<td></td>
<td></td>
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</table>

Source: D.D.R Office Solapur and Survey