Appendix

Interview guide

Questions for officers

1. How are wages fixed in the firm? What are the parameters which are taken care of while fixing wages?
2. Usually what is the time taken for coming to an agreement for fixing wages?
3. How long is the wage agreement valid in the firm?
4. To what level does the wage fixation process happen?
5. What are the changes in the process of wage fixation that have taken place since the liberalisation period of the 1990s?
6. What are the subsequent changes in the employment relations in the firm since the liberalisation period of the 1990s?
7. Why do you think were the changes necessary? What factors promoted these changes?
8. What has been the response of the trade union towards the changes introduced in wage fixation? How has the management taken care of that?
9. In the long run what can be few of the alterations that would take place due to the change in the manner of wage fixation and subsequent changes in the employment relations in the firm?
10. How can these changes be handled on the occasion of a long standing organisational culture of the firm prevalent?

Questions for trade union members

1. What has been the response of the union in terms of the changes in the manner of wage fixation (for firm A only)?
2. What has been the response of the union in terms of the change in the employment relations in the firm?
3. Was there any opposition to the change process during the bargaining process?
4. Who are the representatives of the union involved during the wage bargaining process?
5. How is the process of wage bargaining done? Is there any way that the union ensures that the bargaining happens in the terms of the union?
6. What has been the response of the union in terms of the introduction of the new grade structure (for firm A only)?
7. What repercussions can the introduction of a new grade structure have on the long established employment relations of the firm (for firm A only)?

Questions for workers

1. How is wage fixation done in the firm?
2. Do you think there has been any change in the manner of fixing wages? What is your analysis of the change?
3. What are the changes in the employment relations in the firm?
4. What is your opinion of the work that you are doing?
5. How responsive is the management towards the issues related to you at your workplace?
6. How responsive is the union towards you with respect to the grievances related to pay and other issues related to employment?