**QUESTIONNAIRE**

(Please check and put a mark (✓) wherever applicable, and record the response in writing wherever necessary)

**Organisation : State/Central**

<table>
<thead>
<tr>
<th>Age (in years)</th>
<th>Religion</th>
<th>Caste</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 - 30</td>
<td>Hindu</td>
<td>Brahmin</td>
</tr>
<tr>
<td>30 - 40</td>
<td>Jain</td>
<td>Kshatriya</td>
</tr>
<tr>
<td>40 - 50</td>
<td>Sikh</td>
<td>Vaishya</td>
</tr>
<tr>
<td>50 - 60</td>
<td>Muslim</td>
<td>Sudra</td>
</tr>
<tr>
<td>above 60</td>
<td>Christian</td>
<td>SC/ST</td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>Others</td>
</tr>
</tbody>
</table>

**Education : Undergraduate/Graduate/Post-graduate and Law**

Any other

**Qualification :**

7. **Training :**

<table>
<thead>
<tr>
<th>Type (Title)</th>
<th>Duration (in months)</th>
<th>Place</th>
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</table>

8. **Present Rank :**

Regional/Assistant Labour Commissioner

Labour Enforcement Officer

Labour Officer

Labour Inspector

Others
9. Experience in the present rank:
   1-10 / 10-20 / 20-30 / above 30 years

10. Experience in the Labour Department:
    1-10 / 10-20 / 20-30 / above 30 years

11. Present place of posting:

12. Looking to the nature of work done by the Labourers/Workers employed in industries, at different levels, do you feel that they are drawing adequate salary/wages?

   Upper (Covenanted or Equivalent) : Yes/No
   Middle (Foreman, Chargeman and other Supervisors) : Yes/No
   Lower (Skilled, Semi-skilled and Unskilled) : Yes/No

13. In certain industrial establishments the management sometimes has not been able to pay salary/wages in time to its employees, resulting in delayed payments. What is your experience in this regard?

   It is with most of the managements
   It is with some of the managements
   It is with none of the managements
   Can't say.

14. Please tell us in brief about the procedure generally followed to recognise a trade union?

14a What are the criteria in order of importance for recognising a Trade Union by the management?

   1.  
   2.  
   3.  
14b Are these criteria in your opinion justified?

14c Are these criteria circumvented by the management?

Yes/No

If yes; How?

14d Would you suggest any change in the above criteria?

15. Do you think that the Wage-Board recommendations on salary/wages have been generally in the interest of the companies?

Yes/No

If No: What are your reasons?

16. Do you feel that the Workmen's Compensation Act, adequately protects the interests of the workers?

Yes/No

17. Does the payment of Bonus to the employees according to rules, in your opinion seriously affects the financial viability of companies in the longer run?

Affects all most all companies
Affects most of the companies
Affects some of the companies
Can't say

18. Do you feel that with the present margin of profit the industrial establishments can afford to provide welfare facilities in accordance with the existing governmental directives?

Yes/No

If yes: Or No: Please give your reasons.
19. Do you feel that the present leave facilities given by the companies to the labourers/workers are adequate?
   Yes/No

20. In your opinion are the medical facilities provided by the companies adequate?
   Yes/No

21. Do you feel that the laws pertaining to welfare-facilities are fully implemented?
   Yes/No
   If No: Why it is so?

22. What do you feel trade unions can do to implement these laws?

23. In case the companies manage to provide more welfare facilities do you foresee that the industrial unrest would decrease?
   Yes/No
   If No: What are your reasons?

24. When workers go on a strike, what are the most usual methods used by the management to put down or break such a strike? Please mention both formal and informal methods.
   Formal:
   Informal:

25. In certain companies they have reportedly evolved some kind of informal security organisation (comparing such as Lathials), to protect their immediate interests. What is your experience in this regard?
   Most of the managements have evolved such a system
   Some of them have evolved
   None of them have evolved
   Can't say
   Please give details about such a system:
   Recruitment:
   Payment:
   Supervision:
26. Do they also have any informal intelligence organisation?
   Yes/No

   If yes: Please give details.

27. Do you think that in checking labour trouble, informal security organisation maintained by the company is or would be more efficient or effective, than the formal security organisation?
   Yes/No

   If Yes: Please give reasons.

28. It has been often reported that management encourages/discourages membership to a particular trade union, dabbles in trade union elections, plants their own men in trade union and the like. What is your experience in this regard?

   1. Management encourages/discourages membership to a Trade Union:
      Often/Occasionally/Never/Can't say
   2. Management dabbles in the Trade Union elections:
      Often/Occasionally/Never/Can't say
   3. Management encourages planting men in Trade Unions:
      Often/Occasionally/Never/Can't say

29. Managements in various companies have reportedly raised a false strike in order to spoil the case of Trade Union concerned before a Labour Court. What is your experience in this regard?

   Most of the managements do this
   Some of the managements do this
   None of the managements do this
   Can't say

30. It has been reported that 'bad characters' at the stance of management indulge in arson, loot and violence during strike, so as to defame the trade union. Has it ever happened in your experience?

   Frequently/Occasionally/Never/Can't say
31. Talking about the often reported political interference in the matters concerning labour-management relations, in your opinion such interference is very much, somewhat or none at all?
   
   Very much
   Somewhat
   None at all
   Can't say

32. Do you feel that the managements cultivate politicians at the local/regional level towards maintaining industrial peace?
   
   Most of them
   Some of them
   None of them
   Can't say

33. Between trade union leaders and ruling party leaders whom should the management cultivate first, in order to ensure industrial peace?
   
   Ruling party leaders
   Trade union leaders
   Both
   Neither of them
   Can't say

34. What according to you is the method the companies mostly use to cultivate politicians?

35. In your opinion, are present-day trade union leaders actually working in the interests of labourers/workers?
   
   Most of them
   Some of them
   None of them
   Can't say

36. Do you think that the present-day trade union leaders would go on working for the interests of labourers/workers even if their personal interests run into danger?
   
   Most of them
   Some of them
   None of them
   Can't say
37. Generally speaking do the trade union leaders use threat or pressure upon the labourers/workers to join trade union activities?

   Most of them
   Some of them
   None of them
   Can't say

38. In your opinion do the trade union leaders use the labourers/workers to promote their personal interests?

   Most of them
   Some of them
   None of them
   Can't say

39. In your opinion which Central or federated trade union among the following is generally amenable to reason and weighs the mutual interests of both its members and the company? (Please mark three of them in order of priority).

   BMS    HMS    INTUC    UTUC    IFTUC    AITUC    Others(specify)

40. Leaders of which trade union, you feel, are interested in increasing the production? (Please indicate priority)

   BMS    HMS    INTUC    UTUC    IFTUC    AITUC    Others(Specify)

41. It has been reported that certain trade unions leaders are periodically being given sums of money by the management to ensure industrial peace. What is your experience in this regard?

   Most of the leaders are being paid
   Some of the leaders are being paid
   None of the leaders is being paid
   Can't say

42. In the case of those companies which have been nationalised, do the practices like granting funds to trade union leaders to ensure peace, continued

   Yes/No

43. It has been reported that certain trade unions use the services of outside men such as Lathials. What is your experience in this regard?

   Most of the trade unions use
   Some of the trade unions use
   None of the trade unions use
   Can't say
Please give following details on

Recruitment  Payment  Supervision

44. Do you think that there is a position of rivalry between trade unions?

Yes/No

45. If Yes: (a) In how many trade unions

In almost all  In most of them  In some of them

(b) What are the main issues of rivalry in order of priority?

45. Do you feel that there are dissensions or conflict within the trade unions themselves?

Yes/No

If Yes: (a) In how many trade unions this type of dissension/conflict exists?

Most of them  Some of them  Can't say

(b) What are the main issues of dissension/conflict in order of priority?

46. Among the strikes organised by the workers, many of them fall short of worker's initial expectations. What according to you are the main reasons for this failure?

47. Strikes are reportedly organised as peaceful protests by the workers. However some of them it has been found, turn violent. What are the main reasons responsible for turning, strikes, violent?

48. Do you think that strikes are generally supported by all the workers?

Most of the strikes  Some of the strikes
None of the strikes  Can't say

49. From your experience, do the representatives of the management participate in conciliation proceedings more in the interest of sound labour-management relations or than because of legal provisions?

More, in the interest of labour-management relations
More, because of law
Because of both
Can't say
50. Are the agreements, reached following conciliation-proceedings, enforced earnestly without delay?
   In most of the cases   In some of the cases   In none of the cases   Can't say

51. What are the causes of non-enforcement (if any) of agreements reached in conciliation? Who is mainly responsible for this?
   Mostly management   Mostly trade unions   Both

52. How the management manages it?

53. How the trade unions manage it?

53a What are the main factors which reduce the effectiveness of the conciliation-process?

53b In your opinion, do the representatives of the workers participate in conciliation-proceedings more in the interest of sound labour-management relations than because of legal provisions?
   More in the interest of labour-management relations
   More because of law
   Because of both
   Can't say

54. The account published as 'Labour Intelligence' also includes figures on labour-management disputes. In practice what are main criteria for classifying an issue as a 'dispute' in official statistics (Priority-wise)

55. Are these criteria applied uniformly, whether a company be public/private? Yes/No

55a In your opinion has the incidence of 'disputes' increased or decreased during last three years in most of the private companies?
   Increased   Decreased   Unchanged   Can't say

55b In your opinion has the incidence of 'disputes' increased or decreased during last three years in most of the public sector undertakings?
   Increased   Decreased   Unchanged   Can't say

56. Which management has done more for the labourers/workers private management or subsequent nationalised public sector management?
   Public sector management   Private sector management
   Both   Neither of them   Can't say
57. Do you find any difference in the labour-management relations in the nationalised industries, in the post-nationalisation? 

Yes/No

If Yes:

<table>
<thead>
<tr>
<th>Payments</th>
<th>Positive</th>
<th>Unchanged</th>
<th>Negative</th>
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<tbody>
<tr>
<td>Strikes</td>
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<td>Job security</td>
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<td>Production</td>
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<tr>
<td>Unrest</td>
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<tr>
<td>Welfare facilities</td>
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<tr>
<td>Redressal grievances</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Repressive/insulting measures by the security force</td>
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<tr>
<td>To affiliate.</td>
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</table>

58. In your opinion do the leaders of the ruling party, during previous years have generally been favouring the trade unions or management?

Have been favouring management
Have been favouring trade unions
Have been favouring both
Have been favouring neither
Can't say

If favouring trade unions or management, why it is so?

59. Which government, Congress or Coalition, in your opinion has done most for the cause of the labourers/workers?

Congress Government  Coalition Government
Both Governments  Neither of them  Can't say

60. Do you feel that the welfare of the labourers/workers has importance (Priority) in the policies and programmes of the Government?  Yes/No

61. Do the ruling party really care for the welfare of the workers?  Yes/No

If No, Please give your reasons.

62. From your experience do the local/political leaders interfere in your working?  Yes/No

If Yes: Frequently/Occasionally/Barely/Can't say

62a Please give us some idea as to how do they interfere in your working?

62b Please give us some illustrative examples.
63. In face of labour strike in your opinion, do the concerned policemen promptly reach the spot of dispute to maintain peace?

Yes
No
Can't say

64. In your opinion do the security men have right temperament or attitude for the kind of problems they usually face in the course of their duties?

Most of them
Some of them
None of them
Can't say

Thank you.
SCHEDULE

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Offices held</th>
<th>Organisation</th>
<th>Duration From</th>
<th>Code To</th>
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</thead>
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<td>1.</td>
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<td>2.</td>
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</table>

9. Native State or native place:

10. Are you a member of a political party?

11. Shifts in political affiliation (if any):

12. Trade union affiliation to national federations:

13. Shifts in trade union affiliations:

LET US START BY CONSIDERING THE MANAGEMENT ROLE IN THE INDUSTRIAL RELATIONS. WE ARE INTERESTED IN YOUR PERSONAL ASSESSMENT OF THE EMPLOYERS' ROLE IN INDUSTRIAL RELATIONS SCENE.

14. Looking to the nature of work done by the labours/workers employed in the company at different levels, do you feel that they are drawing adequate salary/wages?

   1. Upper (Covenanted or Equivalent) Yes/No
   2. Middle (Supervisor, Foreman, Chargemen) Yes/No
   3. Lower (Unskilled, Semiskilled) Yes/No

15. In certain companies the management has not been able to pay salary/wages in time to its employees, resulting in delayed payments. Has it ever happened in the present organisation, where your union operates?

   MF/P/000/IF/NR/NA.DK

Please give your reasons:
16. Do you think that the Wage-Board recommendations about wages/salary have been generally in the interest of the employees?  
   Yes/No  
   If No: Please give your reasons

17. Do you feel the workmen's Compensation Act, in the long run, is in the interest of the workers? Yes/No  
   If No, please give reasons:

18. Does the payment of Bonus to the employees, according to the Government directives, in your opinion, seriously affects the financial viability of your company? Yes/No  
   If no, please give your reasons:

19. Do you feel that the Government laws on welfare facilities are fully implemented? Yes/No  
   If no, who is responsible for the non-implementation of these laws?  
   Mainly government alone/Mainly management alone/  
   Both of them/Others (Specify)/NR/NA.DK

(a) What do you feel your Trade Union can do to implement these laws?

20. Do you feel that with the present margin of profit your company can afford to provide welfare-facilities to the employees in accordance to the existing governmental directives? Yes/No  
   If No, what are your reasons?

21. Do you think that the present leave facilities provided by your company are adequate? Yes/No  
   If no, please give your reasons:

22. In your opinion, are the medical facilities provided by your company adequate? Yes/No

23. In case your company manages to provide more welfare facilities, do you foresee that the industrial unrest would decrease? Yes/No  
   If No, please give your reasons:

24. In your experience, in the event of demands by the workers on the company, do the authorities use the language of reason and rationale persuasion, threat or other tactics to ensure industrial peace?  
   5. Others(specific)/6. NA.DK
24(a) Again from your experience which form of threat, the company uses mostly?

25. If the workers go on a reasonable strike, what are the main tactics the management uses to put down such a strike? Please mention both formal and informal methods used by the companies?
   1. Formal methods:
   2. Informal methods:

26. Do you think that the management executives use the services of informal securitymen (Lathials) in dealing with the workers?
   1. Frequently/2. Occasionally/3. Never/4. NR/5. NA/DK.
   (a) With reference to above what measures you feel are necessary to deal with the management?

27. It has often been reported that management encourages or discourages membership to a particular Trade Union, dabbles in the Trade Union elections, plants their own men in Trade Unions and the like. Has it ever happened in your experience?
   1. Encourages/discourages membership/Often/Occasionally/ Never/NR/NA/DK.
   2. Encourages dabbling/discourages dabbling in elections/often/Occasionally/Never/NR/NA/DK.
   3. Encourages/discourages planting men/Often/Occasionally/ never/NR/NA/DK.

28. It has been reported that 'bad characters' at the stances of the management indulge in arson, loot and violence during a strike, so as to defame the strike. Has it ever happened in your experience?
   Frequently/Occasionally/Never/NR/NA/DK.

29. It has been reported that certain companies have evolved some kind of informal security organisation (Lathials). Is it the case with your present company also? Yes/No

If yes, please give details:
   1) Recruitment/ 2) Payment/ 3) Supervision

   (a) Do they have similar informal intelligence system as well? Yes/No

   If yes, please give details:

30. Are there any trade unions in your company other than that of yours? Yes/No

If yes, have they been cooperating?

<table>
<thead>
<tr>
<th>Issues</th>
<th>Frequency</th>
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<tbody>
<tr>
<td></td>
<td>Mf / F / Occ / If / Never</td>
</tr>
</tbody>
</table>
31. Have you faced conflict/competition? Yes/No

If Yes:

<table>
<thead>
<tr>
<th>Issues</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MF / F / Occ / If / Never</td>
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<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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</tbody>
</table>

(a) Do the leaders of different Trade Union indulge in petty rivalry amongst themselves? Yes/No

If yes, please quote instances:
1. Have raided and damaged the property of other TU?
2. Have raided and manhandled?
3. Have raided and forced switch over of membership?

(b) What are the 3 main reasons for this conflict/competition according to you?

32. Owing to a variety of reasons, there often grows a rift within a TU. What is your experience in this regard?

Often / Occasionally / Never / NR / NA / DK.

(a) What are the main reasons for such a rift within a TU?
Please give three reasons in order of priority.

(b) Are there any factions within your TU?
Yes/No/NR/NA/DK.

If yes, do these factions within the TU cooperate with each other?
Yes/No/NR/NR/NR/DK.

If yes:

<table>
<thead>
<tr>
<th>Issues</th>
<th>Frequency</th>
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<tbody>
<tr>
<td></td>
<td>MF / F / Occ / If / Never</td>
</tr>
</tbody>
</table>

(c) Do these factions indulge in petty rivalry? Yes/No

If yes:
1. Have raided and damaged property.
2. Have raided and manhandled.

33. Here we have the security organisation. Do you think the recruitment process has been able to pick-up right persons for the job?

1) In most of the cases/ 2. In some of the cases/ 3. In none of the cases/ 4. NR/ 5. NA/DK.
34. Do you think the training the security staff undergoes, enables them to deal with the security problems effectively?
   1. In most of the cases/2. In some of the cases/3. In none of the cases/4. NA.DK/NR.

35. In your opinion do the security men have right temperament or attitude for the kind of problems they usually face in the course of their duties?
   1. Most of them/2. Some of them/3. None of them/4. NA.DK/NR.

36. In case of certain other Trade Unions, it has been reported that they use the services of Lathials from outside to protect the interests of the Trade Union and workers. How about your Trade Union?
   1. We also have/2. We haven't/3. I don't know/4. NR/5. NA.DK.

37. Do other Trade Union leaders or when any of them take the help of Lathials from outside in the event of inter trade union conflicts, what measures in your opinion are necessary to overcome the problem of Lathials from other trade unions?

38. If your Trade Union does not have such an informal force (Lathials) do you think it's need to be organised, in view of prevailing circumstances?

39. Often it has been reported that management in various companies has a false strike in order to spoil the case of the Trade Union concerned before the labour court. What is your opinion in this regard?
   1. Most of the managements indulge in this/2. Some of the managements indulge in this/3. None of the managements indulge in this/4. NR/5. NA/DK.

40. Please tell us something about the procedure generally adopted by your company to recognise a trade union?
   (a) What are the official criteria to recognise a Trade Union?
   (b) Are these criteria realistic or justified?
   (c) What are the main reasons for suggesting such a change?
   (d) Would you suggest any change in the above criteria?

41. In context of certain other trade unions, it has been reported that they have faced considerable difficulty to get recognition. Has it ever happened with us here also? Yes/No

   If yes, please give your reasons:

42. From your experience do the management representatives participate in conciliation proceedings earnestly in the interest of sound Labour-Management relations?
   1. Most of them/2. Some of them/3. None of them/4. NR/5. NA.DK.
43. What are the causes for the non-enforcement of agreements reached following conciliation proceedings?
(a) Causes from management side/ (b) How do they manage it?
(c) Causes from Labour department side/ (d) How do they manage it?

44. Do you think that strikes are generally supported by all workers?
1. Most of the strikes/ 2. Some of the strikes/ 3. None of the strike/ 4. NR/ 5. NA.DK.

45. Out of strikes organised by the workers, many of them fall short worker's expectation. What according to you are the important reasons for this failure?

46. Strikes are organised as peaceful protests by the workers. However some of them, it has been found, turn violent. What are the main reasons behind the strikes turning violent?

47. Who has done most for the workers/labourers' class, Congress Government or other coalition Governments?

48. Do you think that the welfare of the workers/labourers has importance in the policies and programmes of the Government? Yes/No

If no, please give your reasons.

49. In your opinion do the ruling party leaders during the previous years have been generally favouring Trade Unions or Management?
1. Have been favouring Trade Unions/ 2. Have been favouring management/ 3. Have been favouring both/ 4. Have been favouring neither/ 5. NR/ NA.DK.

50. Talking about the often reported political interference in matters concerning labour-management relations. Would you say that such interference in the case of your company has been very much, some what, or none at all?

51. Do you feel it is imperative that politicians at the local/ regional level be cultivated towards safeguarding/promoting Trade union interests? Yes/No

52. What is the most effective method to cultivate politicians? (Single Tally)

53. In certain companies management contributes to the Trade Union funds. This also helps in maintaining harmonious (agreeable) management-labour relations. Does this also applicable to your Trade Union as well? Yes/No
54. In case of those companies which have now been nationalised does the management contributes some such money to the trade union funds?

NATIONALISED INDUSTRIES ONLY

55. Do you find any change in the Trade Union activities after nationalisation, in a nationalised companies? Yes/No
   Please give examples:

56. Which management has done more for workers/labourers, private management or subsequent nationalised public sector management
   1. Public sector management/ 2. Private sector management/

57. In the face of a strike activity, in your opinion do the concerned policemen promptly rush to take care or safeguard the interests of the Trade Union?
   Yes/No/Can't say

58. It has been reported that in some cases it is the sense of duty among the policemen, in others it is the understanding or equation between the trade union and them, and still in others it is the financial inducement to them which prompt them to quick action in the case of worker's strike. From your experience which thing works most with the policemen.
   1. Sense of duty/2. Personal equation/3. Financial inducement
   4. NR / 5. NA.DK.

59. Do you feel that officers of the labour department are primarily interested in industrial peace?

60. Do you feel that officers of the labour department are primarily interested in industrial peace?
   1. Most of them/ 2. Some of them/ 3. None of them/
   4. NR/ 5. NA.DK.

61. Do you think that the officers of the labour department work in a manner which would bring them financial gains?
   Yes/No

62. Often it has been reported that officers of the labour department accept gifts, money etc. From your experience who are the officers from among the following generally open to this type of practices?
   1. Labour commissioner/2. Assistant/Regional Labour Commissioner/

63. What according to you are the causes which affect the success of the conciliation?
64. In matters of industrial disputes, in your opinion, what is the general nature of awards given by the following?

<table>
<thead>
<tr>
<th>Impartial</th>
<th>Unrealistic</th>
<th>Partial</th>
</tr>
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<tbody>
<tr>
<td>Conciliation Officer</td>
<td></td>
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<tr>
<td>Labour Officer</td>
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<tr>
<td>Others</td>
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**
SCHEDULE

Workers
Confidential


5. Native State (Or Native Place) :

6. Education :

7. Number of dependents :

8. Political affiliation :

9. Job experience :

<table>
<thead>
<tr>
<th>Years From</th>
<th>Position held</th>
<th>Company</th>
<th>Code</th>
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10. Average monthly Income :

<table>
<thead>
<tr>
<th>Salary/Wages</th>
<th>Rs.</th>
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</thead>
<tbody>
<tr>
<td>Bonus</td>
<td>Rs.</td>
</tr>
<tr>
<td>Others</td>
<td>Rs.</td>
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</tbody>
</table>

Total Rs.

11. Trade Union membership record :

1. 
2. 

12. Looking to the nature of the work done by the labours/workers employed in your company at different levels do you think that they are drawing adequate salary/wages ?

Upper (Gaz. or equivalent) Yes/No
Middle (Chargeman, Supervisor, Foreman) Yes/No
Lower (Skilled and unskilled labour) Yes/No

13. In certain companies it has not been possible to pay salary/wages in time to the employees, resulting in delayed payments. Has it ever happened in your present company as well? Yes/No

14. During the last two years have you been getting your salary/wages in time? Yes/No
   If no, please give your reasons :

15. What are the welfare-facilities that are being provided by your company?

16. Do you feel that your company is providing adequate welfare-facilities? Yes/No
   If no, please give your reasons:
17. Do you think that Government laws on welfare facilities are fully implemented by your company? Yes/No
   If no, who is responsible for the non-implementation of these laws?
   1. mainly the government alone.
   2. mainly the management alone.
   3. both of them. 4. Others (specify) 5. NA/DK/NR

18. What you feel your trade union can do to implement these laws?

19. What are leave rules in your company?
   1. Days casual leave: 2. Days earned leave:
   3. Days medical leave:
   4. Days leave without pay:
   5. Others (Specify):

20. (b) Do you feel that the leave facilities in your company are adequate? Yes/No
    If no, please give your reasons:

20. Do you feel that the present medical facilities given by your company are adequate? Yes/No
    If no, please give your reasons.

21. In the event of a strike by the workers raising certain demands, does the management try to end the strike by using the language of reason and rationale, persuasion, threat, or others?

22. Certain companies have maintaining some kind of informal securitymen such as Lethals to use them against workers. Is it the case with your present company also? Yes/No
    If yes, please give reasons:

23. Management in various companies had raised a false strike in order to spoil the case of the Trade Union concerned before the Labour Court. What is your experience in this regard?
   1. Most of the Managements indulge in this
   2. Some of the managements indulge in this
   3. None of the Management indulges in this
   4. NR  5. NA/DK

24. Which management you feel has done more for the labourers/ workers, private management or subsequent nationalised public sector management?
25. Do you feel any change before and after nationalisation of certain companies, on the following points?
   1. Regularity in payments
   2. Job security
   3. Welfare facilities
   4. Redressal grievances
   5. Wage
   6. Strikes
   7. Production
   8. Repressive/insulting measures by the security forces
   9. To affiliate

26. In recent years there has been much talk about strikes in industries. In your opinion who are responsible for these strikes in industries?
   1. Labour leaders
   2. Management
   3. Politicians
   4. Labourers/Workers
   5. Government
   6. Others (Specify)

27. Do you think that strikes are generally supported by all the workers?
   1. Most of the strikes
   2. Some of the strikes
   3. None of the strikes
   4. NR
   5. NA.DK

28. Out of the strikes organised by the workers many of them fall short of worker's expectations. What you feel are main reasons for this failure?

29. Strikes are organised as peaceful protests by the workers. However some of them, it has been found turn violent. What are the main reasons behind the strikes turning violent?

30. It has been reported that bad characters at the stance of management indulge in arson, loot and violence during a strike, so as to defame the strike. Has it ever happened in your experience?

   Frequently/Occasionally/Never/NR/NA.DK

31. What are the main reasons of your being a Trade Union member?
   (a) If you are not a Trade Union member at present what are the reasons?

32. In your company are there any Trade Unions other than the one of which you are a member? Yes/No
   If yes, what are their names?
   (a) In the past two years have the other Trade Unions been cooperating with Trade Union? Yes/No
   (b) If yes,

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32. (c) In the past has there ever arisen a situation of competition/conflict between your Trade Union and other Trade Unions? Yes/No

(d) If yes,

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(e) Have the other Trade Union leaders been indulging in petty rivalry? Yes/No

(f) If yes, quote instances:

1. Have raided & damaged property/2. Have raided and Manhandled/3. Have raided and forced switch over of membership.

NOW LET US TALK ABOUT THE PRESENT DAY TRADE UNION LEADERS. WE ARE INTERESTED IN YOUR PERSONAL ASSESSMENT IN RESPECT OF THESE LEADERS

33. In your opinion, your present Trade Union leaders are actually working in the interests of the labourers/workers?

1. Most of them/2. Some of them/3. None of them/4. NR/5. NA.DK.

34. Do you think, the leaders of your Trade Union would go on working for the interests of the labourers/workers even if their personal interest run into danger? Yes/No

35. Generally speaking do the Trade Union leaders use threat or pressure upon the labourers/workers to join the Trade Union activities?

1. Most of them/2. Some of them/3. None of them/4. NR 5. NA.DK.

36. Do your Trade Union leaders have ever used labourers/workers for the sake of their personal gains?

1. Frequently/2. Occasionally/3. Never/4. NR/5. NA.DK.

37. In case of certain Trade Unions, it has been reported that use the services of informal securitymen such as Lathials from outside to protect the interests of the Trade Union and workers. What is your experience in this regard?

1. Most of them use/2. Some of them use/3. None of them uses/4. NR/5. NA.DK

38. Do the other Trade Union leaders or when any one of them takes the help of Lathials from outside in the event of an inter union conflict, what measures in your opinion are necessary to overcome from the problem of Lathials from other Trade Unions?
39. Who has done most for the cause of labourers/workers? Congress Government or Coalition Government?

40. Do the ruling party really care for the welfare of the labourers/workers? Yes/No
   If no, please give your reasons:

41. In your opinion do the ruling party leaders during the previous years have been generally favouring Trade Union or Management?
   1. Have been favouring Trade Union/ 2. Have been favouring Management/ 3. Have been favouring both/ 4. Have been favouring neither/ 5. NR/ 6. NA.DK.
   If favouring Management or Trade Union why it is so?

42. When workers go on a legitimate strike, do the police rush to the spot to safeguard the interests of the Trade Union or workers?
   Always/ Sometimes/ Never/ NA.DK.

43. During tension (Gherao, Demonstrations, Strikes) when the arise on the scene, what is the general reaction of the workers? Do they become subdued, provoked or as usual?

44. During tension situations the policemen are supposed to act in a manner which would restore tranquility. Do you feel that in such situations the policemen act impartially?
   1. Partially/ 2. Impartially/ 3. NR 4. NA.DK.

**
SCHEDULE

Industrial Unit No.:  

1. Sex:  
2. Age:  
3. Religion:  
4. Cast:  

5. Present position:  
6. Experience:  

7. Present emoluments:  

LET US TALK ABOUT PRESENT-DAY TRADE UNIONS, LABOUR LEADERS AND THEIR ACTIVITIES LIKE STRIKES  

8. Please give a general idea about the unions operating in your company:  
   Number:  Name:  

9. Among these unions which is recognised by your company?  

10. (a) If so, have the recognised and unrecognised trade unions been cooperating each other?  Yes/No  
     (b) If yes,  

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<td>MF F Occ G If Nev</td>
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     (c) Have they ever been at competition/conflict?  Yes/No  
     (d) If yes,  

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<th>Issues</th>
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<td>MF F Occ G If Nev</td>
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     (e) Have the trade union leaders bear indulging in petty rivalries?  Yes/No  

10. Owing to a variety of reasons there is a change for a rift to grow within a trade union. What is your experience in this regard?  
    Most the trade unions have/Some of the trade unions have/ None of the trade union has/ NR / NA.DK.  

NOW LET US TALK ABOUT THE PRESENT DAY TRADE UNION LEADERS, WE ARE INTERESTED IN YOUR PERSONAL OPINION AND ASSESSMENT IN RESPECT OF THESE LABOUR LEADERS.  

11. Leaders of which of the above unions you feel are interested in increasing the production?
12. In your opinion which trade union is generally amenable to reason and weighs the interests of both its members and company? BMS/INTUC/BMS/UTUC/IPTUC/AITUC

13. In your opinion, present-day trade union leaders are actually working in the interests of labourers/workers? 
   Most of them/Some of them/None of them/NR/NA.DK.

14. Do you think that the present-day trade union leaders would go on working to promote the interests of the labourers/workers even if their personal interests run into danger? 
   Most of them/Some of them/None of them/NR/NA.DK.

15. In your opinion, do the trade union leaders use the labourers/workers for their personal gains? 
   Most of them/Some of them/None of them/NR/NA.DK.

16. It is reported in the case of certain trade union leaders that they remain agreeable only when they are provided with money. What is your experience in this regard?

17. Do you think that strikes are generally supported by all the workers? 
   Most of the strikes/Some of the strikes/None of the strikes/NR/NA.DK.

18. Out of the strikes organised by the workers many of them fall short of workers’ expectations. What according to you are the main reasons for this?

19. Most of the strikes are planned to be peaceful protests. However, it has been found that some of them turn violent. What are the main reasons behind the strikes turning violent?

20. In case of certain trade unions, it has been reported that they use the services of the Lathials from outside to promote the interests of the trade unions. What is your experience in this regard? 
   Most of the trade unions use Lathials/Some of the trade unions use Lathials/None of the trade unions use Lathials/NR/NA.DK.

PLEASE GIVE SOME IDEA ABOUT THE FINANCIAL CONDITIONS OF YOUR COMPANY

21. Looking to the nature of the work done by the labourers/workers employed in your concern at different levels do you feel that they are drawing adequate salary/wages? 
   Upper (Gaz. or Equivalent) Yes/No 
   Middle (Supervisor, Foreman, Chargeman) Yes/No 
   Lower (Semi-skilled, unskilled) Yes/No
22. In certain industrial establishments, sometimes it has not been possible to pay salary/wages in time to the employees, resulting in delayed payments. Has it ever happened in your present organisation as well? Yes/No

If yes, when? Please give your reasons:

23. Do you think that the wage-board recommendations on salary/wages have been in the general interest of the company? Yes/No

If no, please give your reasons:

24. Do you feel that the Workmen's Compensation Act, in the long run, is in the interests of the company? Yes/No

If no, please give your reasons:

25. Does the payment of the Bonus to the employees, according to the government rules, in your opinion, affects seriously the financial viability of the company? Yes/No

26. Do you feel that with the present margin of profit your company can afford to provide welfare facilities to the employees in accordance with existing governmental directives? Yes/No

27. Do you feel that government laws on welfare facilities are fully implemented by the companies? Yes/No

If no, why it is so?

28. In case your company manages to provide more welfare facilities do you foresee that the industrial unrest would decrease/subside?

29. Industrial protests and strikes in many instances have almost become a routine. Certain companies have been foresighted to devise a few protective mechanisms. What are the permanent, semi-permanent or ad hoc measures your company has devised to deal with the industrial protests including sudden strikes?

30. It has been observed that in certain situations it becomes impossible for the management to protect the interests of the company in the event of a strike without drawing upon some kind of informal security men like Lathials. Is it the case also with your company? Yes/No

If yes, please give details:
Recruitment/Payment/Supervision

31. Is there any similar informal intelligence organisation also? Please give details:

32. If your company is not having such an informal security force would you like to organise such a force? Yes/No

33. Do you think that informal security organisation generally is or would be more efficient or effective than the formal security force or organisation? Yes/No

If yes, please give reasons:
34. In your experience, in the event of demands involving financial burden to the company mostly, do the workers understand the language of:

Reason and rational/Persuasion/Threat/Others (specify)

35. If the workers go on an illegal or unreasonable strike despite management being generous and understanding, What are the most effective methods usually used to put down such a strike? Please mention both formal and informal methods:

Formal:

Informal:

36. Often it has been reported that management in various companies had raised a false strike in order to spoil the case of the trade union concerned before the labour court. What is your opinion in this regard?

Most of the managements indulge in this/Some of the managements indulge in this/None of the management indulge in this/ NR / NA.DK.

37. Please tell us something about the procedure generally adopted by your company to recognize a trade union?

(a) What are the official criteria to recognize a trade union?
(b) Are these criteria realistic or justified?
(c) Would you suggest any change in the above criteria?
(d) What are the main reasons for suggesting such a change?

38. Talking about the often reported political interference in matters concerning labour management relations. Would you say such interference in the case of your company has been very much, some what or none at all?

Very much/Somewhat/None at all/ NR / NA.DK.

39. Do you feel that it is imperative that politicians at the local regional level be cultivated towards maintaining industrial peace? Yes/No

40. What is the most effective method to cultivate politicians? (Single tally)

41. Between trade union leaders and ruling party leaders, in order to maintain industrial peace who should be cultivated first?

Trade Union Leaders/Ruling Party Leaders/Both/
None/ NR / NA.DK.

42. In your opinion do the ruling party leaders during previous years have been generally favouring trade union or management?

Have been favouring trade unions/Have been favouring management/Have been favouring both/Have been favouring none/NR/NA.DK.

If favouring trade unions or management why it is so?
43. Some people feel that the Congress government has done much for the working class, while others feel that Coalition government has done much. In your opinion which government has done most for the labourers/worker's cause?
   Congress government/Coalition government/Both/None/NR/NA./DK.

44. Do you feel that officers of the Labour Department are primarily interested in industrial peace?
   Most of them/Some of them/None of them/ NA./DK

45. Do you think that the officers of the labour department work in a manner which would bring for them financial gains?
   Yes/No

46. Often it has been reported that the officers of the labour department accept gifts, money etc. From your experience who are the officers from among the following, generally open to this type of practice?
   Labour Commissioner/Assistant Labour Commissioner/Conciliation Officer/Labour Officer/Labour Inspector/NR/NA./DK.

47. In matters of industrial disputes, in your opinion what is the nature of awards given by the following?
   Impartial      Unrealistic      Partial
   Conciliation Officers
   Labour Courts
   Labour Commissioners
   OTHERS

48. Do you think that the representatives of workers participate in conciliation proceedings to promote sound labour-management relations?
   Yes/No
   If no, why it is so?

49. What are the causes for the non-enforcement of agreements reached following conciliation proceedings?
   Causes from Trade Union side: (indicate priority 3)
   How do they manage it?

50. In certain companies the implementation of conciliation agreements has been reportedly delayed by the management.
   Has it ever happened in your company?  Yes/No
   If yes, what were the reasons?
52. In the face of labour trouble, in your opinion, do the concerned policemen promptly rush to the aid of the management?
   
   Yes/No/NR/NA./DK.

53. It has been reported that in some cases it is the sense of duty among the policemen in others it is the understanding or equation between the management and them, and in still others, it is the financial inducement to them which prompt them to quick action in the case of a labour trouble. From your experience which thing works most with the policemen?
   
   Sense of duty/Personal equation/Financial inducement

NOW LET US TALK SOMETHING ABOUT THE INDUSTRIAL SECURITY FORCE

54. In your opinion do the securitymen have right temperament or attitude for the kind of problems they usually face in the course of their duties?

   Most of them/Some of them/None of them/ NR / NA./DK.

55. Do you think that training, the security staff undergoes, enables them to deal with the security problems effectively?

   In most of the cases/In some of the cases/In none of the cases/ NR / NA./DK.

**
QUESTIONNAIRE

(Please check and put a mark (✓) wherever applicable, and record the response in writing wherever necessary)

ORGANISATION & STATE/CENTRAL

<table>
<thead>
<tr>
<th>Age (in years)</th>
<th>Religion</th>
<th>Caste</th>
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<tr>
<td>20-30</td>
<td>Hindu</td>
<td>Brahmin</td>
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<tr>
<td>30-40</td>
<td>Jain</td>
<td>Kshatriya</td>
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<tr>
<td>40-50</td>
<td>Sikh</td>
<td>Vaishya</td>
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<tr>
<td>50-60</td>
<td>Muslim</td>
<td>Sudra</td>
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<tr>
<td>Above 60</td>
<td>Christian</td>
<td>SC/ST &amp; others</td>
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5. Education: Middle School/High School/Intermediate/Graduate/Post-graduate and Law.


7. Training in Mob Control: Yes/No
   If yes:

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<tr>
<th>Training (Title)</th>
<th>Duration (In months)</th>
<th>Place where Training took place</th>
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8. Number of years in the present rank:
   1-10/10-20/20-30/above 30

9. Number of years in the Police service:
   1-10/10-20/20-30/above 30

10. Present place of posting:

11. Please give some idea about the types of duties you are required to do during a strike in some industry?

12. Between industrial management and trade unions, who calls you first at the time of a strike?
   Management    Trade Unions    Both
   Neither of them We don’t wait for an invitation and visit the place of strike at our own.
13. What types of help they usually ask from you at the time of a strike?

14. Do you get prior information on a possible strike in industries from your sister department (Intelligence)?
   In most of the cases
   In some of the cases
   In none of the cases
   Can't say

15. Which are Government departments including different sections of police, responsible for collecting intelligence on labour activities?

16. Do you think that the information (Intelligence) generally supplied by your sister departments helps you in handling a strike effectively?
   Yes/No/Can't say

16a Do you get advance information in time from your sister departments or not?
   Much in advance/
   Just when a strike is about to begin/
   Rather late, when a strike has taken a serious turn/Can’t say.

17. What are the preventive measures you generally take before a strike?

18. How do you ascertain the presence of outsiders like 'Goondas' in a strike-situation?

18a What are the steps you take to separate these outsiders 'Goondas' to ensure peaceful strike?

19. Do you get instructions from your superior officers on how to act in the case of particular strike? Yes/No

20. If Yes: Instructions from higher ups
    No instructions Can't say

20. If the instructions received from the higher-ups are unsuitable to tackle the actual strike situation, what do you do?
   I still follow them/ I modify the line of action/
   I exercise my own discretion/ Can't say.

21. What advance preparations are adequate to tackle the strike situation effectively?

22. Do you think present preparations are adequate to tackle the strike situation effectively? Yes/No

23. If No:

23. What modifications you would like to introduce to increase the police effectiveness in preventing a strike?

23. To deal with a large and small strike-situations effectively do you feel that any specific number of policemen are needed? Yes/No
24a How do you assess/calculate the number of policemen required in a given strike-situation?

24b Do you think you have adequate police strength to deal with labour troubles in this area? Yes/No

25. What are the transport facilities you avail at the time of strike for the quick deployment of the police force?

25a Do you feel that these transport facilities are adequate? Yes/No
   If No: Please give your reasons

26. Please give a list of the specific equipment/weapon you are provided to tackle a strike?

27a Do you think that with the help of above equipment/weapon, can effectively tackle the strike? Yes/No
   If No: Please mention other equipment you think the police needs in this connection.

27b To deal with strike-situations effectively, do you think that the police has adequate legal powers? Yes/No
   If No: Please give details

28. Is there any Manual Pamphlet/Circular/G.O. on riot or mob control? Yes/No

29. Has ever military been called in your area to tackle a strike-situation? Yes/No
   If Yes:
   Troops
   B.S.F.
   C.R.F.
   P.A.C.
   NA
   NR/DK

30. Are there any joint exercises with the above? Yes/No
   If Yes: Frequently/Occasionally/Never/Can't say

31. Do you think that there is a position of rivalry between trade unions? Yes/No
   If Yes:
   In how many trade unions?
   In almost all the trade unions/In most the trade unions/
   In some of the trade unions/In none of the trade unions/
   Can't say
   If No: What are three main issues of rivalry in order of priority? 1. 2. 3.

32. Do you think there are dissensions or conflicts within a trade union itself? Yes/No
   If Yes:
   In how many trade unions this type of dissension/conflict exists?
   In most the trade unions/In some of the trade unions/
   In none of the trade union/ Can't say
   If No: What are three main issues of dissension/conflict? (In order of priority) 1. 2. 3.
33. Do you think that strikes are generally supported by all the workers?
   Most of the strikes/Some of the strikes/
   None of the strike/Can't say

34. Out of the strikes organized by the workers many of them fall short of the worker's initial expectations. What according to you are main reasons for this failure, in order of priority?
   1.  2.  3.

35. Strikes are organized as peaceful protests by the workers. However some of them, it has been found, turn violent. What are the main reasons behind the strikes turning violent, in order of priority?
   1.  2.  3.

36. In your opinion, are present-day trade union leaders actually working in the interests of the labourers/workers?
   Most of them/Some of them/None of them/Can't say

37. Do you think that the trade union leaders would go on working to promote the interests of the labourers/workers, even if their personal interests run into danger?
   Most of them/Some of them/None of them/Can't say

38. Generally speaking do the trade union leaders use threat or pressure upon the labourers/workers to join trade union activities?
   Most of them/Some of them/None of them/Can't say

39. In your opinion do the trade union leaders use the labourers/workers for their personal gains?
   Most of them/Some of them/None of them/Can't say

40. In case of certain trade unions it has been reported that they use the services of the Lathials from outside to protect their interests. What is your experience in this regard?
   Most of them use Lathials/Some of them use Lathials/
   None of them uses Lathials/Can't say

41. It has been reported that certain trade union leaders remain agreeable only when they get money from the management. What is your experience in this regard?
   Most of them get money from the management/Some of them get money from the management/None of them gets money from the management/Can't say

42. In case of those companies which have now been nationalised does the management pay some such money to the leaders?
   Yes/No/Can't say
43. In your opinion do the management executives use the services of lathials in dealing with the striking workers?
   Frequently/Occasionally/Never/Can't say
   Please give details, if possible, relating to lathials:
   Recruitment: Payment: Supervision:

44. Do the managements also have an informal intelligence system to keep them in touch with the trade union activities?
   Yes/No
   Please give details:

45. In your experience, in dealing with the event of demands made by the workers involving financial burden to the company, do the management mostly uses the language of reason and rationale, persuasion, or threat?
   Reason and Rationale/ Persuasion/ Threat/ Others (Specify)

46a Again, from your experience which form of threat does the management uses mostly?

46. Often it has been reported that management in various companies had raised a false strike in order to spoil the case of the trade union concerned before a labour court. What is your experience in this regard?
   Most of the managements indulge in this/ Some of the management indulge in this/ None of the management indulges in this/ Can't say

47. It has been reported that bad characters at the instance of management indulge in arson, loot and violence during strike so as to defame the trade union or a strike. What is your experience in this regard?
   Frequently/Occasionally/Never/Can't say

48. It has been reported that management encourages/discourages membership to a particular trade union, dabbles in trade union or elections, plants their own men in trade union and the like. What is your experience in this regard?
   Encourages/discourages membership to a particular union
   Often/Occasionally/Never/Can't say
   Encourages/discourages dabbling in election
   Often/Occasionally/Never/Can't say
   Encourages/discourages planting men
   Often/Occasionally/Never

49. Talking about the often reported political interference in matters concerning labour-management relations, would you say such interference in industrial relations is very much, somewhat, or none at all?
   Very much/ Somewhat/ None at all/ Can't say
50. In your opinion which government has done most for the labourers/workers cause?
   Congress Government/Coalition Government/
   Both/Neither/Can't say

51. In your opinion during the previous years do the leaders of the ruling party have generally been favouring trade union or management?
   Have been favouring Trade Unions/Have been favouring management/Have been favouring both/
   Have been favouring neither/Can't say
   If favouring management or trade unions, why it has been so?

52. Do you think that the officers of the labour department are sincerely interested in the industrial peace?
   Most of them/Some of them/None of them/Can't say

53. Often if has been reported that the officers of the labour department accept gifts, money, etc. From your experience who are the officers from among the following generally open to this type of practice?
   Labour Commissioner/Asstt. Labour Commissioner/
   Labour Superintendent/Labour Officer/Labour Inspector

54. In your opinion do the security men have right temperament or attitude for the kind of problems they usually face in the course of their duties?
   Most of them/Some of them/None of them/Can't say

55. Do you think that training, the security staff undergoes, enables them to deal with the security problems effectively?
   In most of the cases
   In some of the cases
   In none of the cases
   Can't say

Thank you.
Below we are giving a few statements to know your position. They have nothing to do with being right or wrong. They simply aim at bringing out your opinion on pertinent issues. Please carefully go through the statements one by one and put a mark ( ) against the provided code which indicates your opinion best. For the success of study it is necessary that you kindly respond to each statement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>CS</th>
<th>DA</th>
<th>SDA</th>
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<tbody>
<tr>
<td>1. While aiming to achieve higher productivity, management gives due thought to the working conditions of the employees</td>
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<td>2. In the event of higher profits to the company the management, at its own allows corresponding increase in the bonus</td>
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<td>3. Management uses the method of lockout not so much for the safety of the plant or to safeguard the financial position of the company, as to coerce the workers and to suppress their legitimate demands</td>
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<td>4. Management favours and encourages worker's legitimate trade union activities</td>
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<td>5. While giving recognition to a Trade Union, management maintains an impartial and objective attitude towards different Trade Unions in the company</td>
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<td>6. Management prefers Lathialis over police to discourage unpleasant labour activities</td>
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<td>7. Employers have vested interest in the Trade Union rivalry and conflict</td>
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<td>8. Management calls in the police more to harass workers rather to protect life and property at the time of a strike</td>
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<td>9. In order to ensure industrial peace management doesn't hesitate to give money to the Trade Union leaders</td>
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<td>10. Had the Compensation Act not been there, even then the management could have provided adequate compensation to the victims of accident</td>
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1. For resolving industrial disputes we have an efficient labour department

2. Labour Department ensures that the benefits under different laws are in fact made available to workers

3. In the discharge of its functions, Labour department does not yield to political pressure

4. Conciliation officials do not have adequate legal authority to resolve industrial disputes effectively

5. Labour department while referring a case to Labour Tribunal shows favour neither to management nor to trade unions

6. All said done, Labour Department is rendering a useful service in achieving durable industrial peace

7. Neither cash nor kind can influence the decisions of the officials of Labour Department

8. The relations between labour and management would be better off without the Labour Department

9. Labour Department creates many more problems than it solves

10. We cannot hold the working of Labour Department mainly responsible for the delay in resolving industrial disputes
1. The trade union leaders are competent enough to handle union affairs

2. Most of the Trade Union activities are a drag on the growth of industry

3. Trade Unions and their activities benefit and strengthen our society

4. Trade Unions do not hesitate to resort to violence in order to get their demands accepted

5. Trade Union leaders have the welfare of the workers in the uppermost of their mind

6. Those who become members of a trade union do so voluntarily and willingly

7. The Trade Union leaders do not give importance to public opinion while pressing their demands

8. Trade Union leaders confine themselves to the legitimate Trade Union activities and do not interfere with the management policy

9. Whenever there is a question of increasing the productivity of the company the Trade Unions do not fail to cooperate with the management

10. Trade Unions are aware enough of the effects of a strike and therefore they use strike only sparingly

SA = Strongly agree    A = Agree    CS = Can't say    DA = Disagree    SDA = Strongly disagree
Case study I

In the coal mine Lodna and in the surrounding mining areas the evolution of trade unionism has been both interesting and chequered. Through the decades it has seen quite a few ups and downs. The coalmine at Lodna and many more around were mostly under British management. The owners of the Lodna, Turner and Morrison were doing a roaring business till Independence. Before Independence, the handling of labour problems was relatively easy. The owners had little to do with the miners, directly. The contractors procured labour from near and far off places and put them on the job of cutting coal. The contractor would deduct his share and pass on the remaining to the miners. Of course, there were very many miners who grumbled at the contractor, but they were also eventually repressed. Should labour-contractor-management-relations become further complicated, a discreet deployment of musclemen or the goons by the contractor or in difficult cases by management took care of the situation. The situation, however, underwent a little change after Independence. Trying to establish themselves the leaders of socialist group splintered off the congress party, and, stepped into trade unionism. Under the banner of HMS the miners were gradually organised. In this, the ways of exploitation both of contractors and management contributed much. As a matter of fact, the organisation of the HMS union in Lodna as well as in neighbouring coalmines provided an opening to the pent-up hostilities of the miners. There was no dearth of issues on which the miners would be dissatisfied. The changed socio-political environment had made the miners conscious of their
importance and of their rights. Confrontation was around the corner and it did occur. The ensuing strike saw much loss of property as also of life in 1946, both of miners and those loyal to management. Subsequently, lockout was clamped. Which, following negotiations was lifted, after about a month. This marked a golden era for HMS. The workers started receiving a larger wage packet. A number of measures were also introduced to improve their working conditions. What is more, the trade union leaders now commanded a healthy respect from the management and a reassuring popularity among the miners.

This, however, did not last long. The swing-down in the trade union development in Lodna was due mainly to two factors. The trade union leaders became somewhat power-drunk and started taking workers for granted. They would not only accept but welcome favours extended to them by the management. In many ways they themselves started behaving like 'exploiters'. Apparently, they grew more interested in retaining the trade union office and thereby feathering their nest than the welfare of the miners. Secondly, the then ruling congress party became uneasy over the sway the HMS wielded upon the miners. It was keen that the INTUC should occupy a dominating position in the sprawling coalmines. The laxity on the part of the HMS leaders provided a splendid opportunity to the congress and INTUC leaders to gain influence. Soon interminicine fights set away the rank and file of HMS trade unions throughout the coalbelt. There were also defections; a number of trade union leaders jumped at the INTUC band-wagon. The position was as much to the very liking of the then ruling party
as it was palatable to the management. This was also punctuated by a few changes: quite a few HMS workers were retrenched and a large number of workers having a peripheral loyalty to the HMS were made to fall in the line by discreet use of muscle, money and power. Under these circumstances it did not take the INTUC affiliated trade unions to become a recognised union in Lodna. The cases instituted by the HMS through the labour department went to court and the verdict was in their favour. The jubilant and enthusiastic workers having taken the decree of the court moved towards the colliery office to get it implemented. The management was ready to care of the situation. A band of well armed lathis was waiting for the crowd to come to a place. The workers were, thus, intercepted decree snatched and trampled under boots, chased and thrushed workers including the leaders. Even the leaders like Ashok Mehta, Lohia, Hitnarayan Singh etc. could, with great venture, escape. Thus, the affiliates of the INTUC, as at present continued to function almost unhindered.
Case Study II

As to why workers or a given section of workers go on wild-cat strikes can be seen from the example which follows.

On October 8, 1975, loaders and 4 drillers belonging to KIMP resorted to stay-in-strike in the 1st shift. Officers of personnel department rushed to the spot. They learnt this much that the strike is due to the instigation of their leaders. Since this union has not served any notice of strike earlier, so the strike was technically illegal. Even in their confidential report to the headquarters this reason was shown. The real reason for the strike was a little different.

The workers of this union had grievances. The contention of the management was that they should have approached them through grievance procedure. During the previous months certain allowances were not paid to the workers and excess recoveries were made due to faulty computations.

They had approached the management in this connection on an earlier date. The management assured them of early rectification. But after having passed 2 months the rectification did not materialise. Then on October 8th the workers in the underground work resorted to strike. Soon after, PM arrived at the scene and the pretentions to look into the grievances started and the strike was called off. It may be noted that the central labour department was not informed.
Case Study III

A call for strike in coalmines was given by INTUC and AITUC jointly on the 7th October, 1974 for the implementation of new Wage-Board negotiations committee. To this effect all the unions belonging to these national federations responded. As a result, they had served a notice of strike earlier.

The management, as a precautionary measure, circulated leaf-lets urging the workers not to resort to strike. Official orders were circulated to officers to advise the workers not to resort strike so as to maintain production level. But officials took it casually and their efforts, if any, confined to acknowledging the receipt. The head office had also sent a list of unions operating in different collieries. Written requests were made to police and CISF to maintain law and order.

Unions affiliating to HNS were not in favour of the strike. Because, the HNS had least representations on the committee. The workers belonging to this union reported on duty on the day of strike. Such workers were threatened by the musclemen on the behest of striking unions. Those who reported to the duty were also laid-off later on.

The strike commenced despite the management’s effort to convince the leaders to call of the strike. No violent incidents occurred in the colliery under study.
It is interesting to go through the management orders. "In case the strike materialises, guarding of vital installations .......etc., will become the primary responsibility. In this connection, the services of CISF and Home Guards should be utilised as far as possible, services of loyal night guards may also be requisitioned. In another order, they recommend, it is not necessary or desirable to leave this job (security job) to security alone. Therefore, use the services of night guards.

Who are these night guards? They are none others than musclemen/lathialas.

As a result of this and earlier efforts the Wage-Board for coal industry was established. According to management version, the real motive of the unions was just a trial of strength and getting more following to their unions. The government was seriously considering to establish a Wage-Board and pay the workers a fair-wage. Leaders of HMS drew back their support because their union had lesser representation in the wage committee; and, according to their contention, the wages that were likely to be awarded were much below the need based wages.

Followers of INTUC affiliated unions knew only that Indira Gandhi, the then Prime Minister is going to give them more pay. On the contrary, followers of HMS were made known that the wages that are going to be awarded are lesser than what their leaders propose.
Despite these checks-and-counter-checks of union leaders, the government set up the committee on wages. As the management executives state, the government was keen to award increased wages to worker and the strike effort was a gimmick of the leaders.

**Case Study IV**

Till 1972 workers in this company (Bharat Fire Bricks) were the members of INTUC. Since there was no real competition with this union, workers' interests were not properly cared. The union was getting 'Chanda' from the management. Hence peace.

A general labour activism swept the coalfield around 1971. Leaders belonging to AITUC, CITU and UTUC (Communists) jumped into action. There were countless ugly scenes which did not see the light of the day, all over the coalfield. Nevertheless, the leaders belonging to above mentioned unions could pull out a sizable chunk of workers from the rival unions, mostly belonging to INTUC and HMS.

At this juncture, woes of workers of this unit reached an AITUC leader (Shri S.K. Roy). To start with, they should have a union. Organising a union under the very nose of INTUC leaders with their massive bands of musclemen was an uphill task.

In May 1972 there was a general strike by the workers in this unit. Initially the strike could get support from a small portion of the labourers. As the picketing continued and the leaders (belonging to AITUC) vehemently attacked the management, the
inactive workers also came under the red banner. The strike continued. They demanded wage increases, reinstatement of the workers laid-off, and, confirmation of some of the employees.

Management tried a possibility of breaking the strike with the aid of INTUC leaders. They refused to aid the owner, since the owner refused to pay enhanced sums. Secondly, the muscle power of INTUC union was engaged in the fight with communist led unions in collieries.

The labour department intervened. Leaders were summoned on conciliation table. Management stuck to its stand — no profits, therefore, no increase in the wages. As a result, the conciliation proved ineffective to strike a balance.

The work stoppage continued for 2 weeks. Workers' morale was running down, since they did not have sufficient resources. At this stage, the management approached the police. It seems officers and management could arrive at an understanding. The very next day, police arrested the active leaders. Although quite a few active workers were allegedly given special treatment in the lock ups. Needless to add that high handedness prevailed. They could break the strike.

Afterwards, management brought fresh workers from outside and the industry started steaming. Till 1975 the workers were unorganised.
Case Study V

This company (HGC) belongs to Karam Chand Thapar group of industries. They have nation-wide chain of industries. This unit at Karkanpura is one among them. Till 1956 the workers were not unionized. In 1956 a union 'Karkanpura Mazdoor Sangh' affiliating to INTUC was established. Within 2 years the workers found the union far from being beneficial. This was partly due to the instigation by HMS leaders and partly due to the complacency on the part of INTUC leaders. In 1958 a union named 'Karkanpura Mazdoor Panchayat' affiliating to HMS came into being. This venture had its own share of spoils. At this juncture management was only tolerating the leaders of 'Mazdoor Sangh' and at the instance of the activism by the workers, they not only found HMS leaders reasonable, but crossed their fingers at the goings-on.

Till March 1961 the situation remained calm for HMS. Quite a few promises given to workers were fulfilled. Day by day the demands by the union increased. Again the management had no illusions about the activities of the HMS leaders. Consequently, a fight broke in the workshop of the factory. It is said that this was initiated by the workers belonging to Mazdoor Panchayat. But the surviving leaders of Mazdoor Panchayat state that this incident was owing to the insult the INTUC workers made of the HMS leaders. In this most of the company staff and leaders of INTUC union were severely thrashed. Company guards proved ineffective to contain the fight. Outside the factory a score of houses were burnt. The workers belonging to Mazdoor Sangh (INTUC) suffered major losses.
Reasons for the fight are not clearly mentioned either by management, leaders or police. However, the management with the help of police could normalise the functioning of the industry. The activists went under-cover, the Assistant Labour Commissioner intervened, the UMS workers were retrenched and a lock out was clamped. Which lasted for two weeks.

To resume work in the factory, new workers were required. The trouble from UMS leaders and workers did not cease. To counter-act this, management executives approached top INTUC leaders in Dhanbad. They struck an understanding with them. A squad of lathialis was deputed to ensure peace. The trouble from UMS workers subsided in due course.

However, the retrenched workers pursued the issue of retrenchment with the ALC. ALC's decision favoured UMS workers. But the management took the case to court. It was known during the data collection that the case was still pending with the High Court.

Again, INTUC leaders could establish their union. They successfully continued working till 1965. As workers alleged, the functioning of the union favoured the management through and through, therefore, the workers became restive.

In May 1965 an independent leader emerged (although he had some connections with CITU) and took to form a union. The leaders of INTUC became active. It is said, again the fights broke out and the management backed the independent leader. Since it was a matter of rivalry the labour department could hardly intervene.
The promises made by the leader to the workers were fulfilled. Owing to the combined efforts of the HMS and INTUC leaders the independent leader was thrown out and was implicated in a criminal case. Thus the management got rid of the independent union and paved the way for INTUC leaders to take over.

In view of the continued labour trouble in the factory, the top brass at Calcutta arrived at an understanding with a few politicians. The management accepted to recognise the union affiliated to INTUC and, hence, this union continues to function albeit no better than a company union.

Case Study VI

Situated near Mugma railway station, the Jauhar fire-bricks factory has been in operation in the area from quite some time. There was a union affiliating to INTUC recognised by the company. Despite overtures of communists, somehow the management managed to continue with the INTUC union. A general wave of labour activism swept Dhanbad wherein communists captured many labour-pockets. These activities of the communists had certain repercussions on the work-force of this factory also.

Interestingly, owing to the differences between a top trade union leader in Dhanbad and his lieutenants intra union squabbles ensued. A leader heading a faction of INFUC took the lead to organise unions under his leadership. As a result, his group started wooing the workers to affiliate to its unions. And, the main union lost much membership not only in the factory but also
in the entire area. In the factory under study, a strike took place in 1973 and there was a clash between the workers of the two factions belonging to INFUC. The strike was organised by the newly emerged faction of the INFUC with wage hike demands and better facilities as the main issues of the workers. Owing to the heavy drain on the resources of the main group the newly formed faction could spread its influence. Not only did the industry under study but many more in the area accorded recognition to the unions of the newly formed faction. In the meantime, the main INFUC group allegedly engineered a murder case against the main leader of the faction. The latter went underground. It is stated that he took shelter with a top politician in Patna. In course of time the real culprits were arrested and the case against the leader was withdrawn. In the meantime, the management accepted some of the demands of the union and the strike was called off.

The union belonging to this faction was influential in the factory when the data for the study were being collected.

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