HUMAN RESOURCE MANAGEMENT IN INDIAN TYRE INDUSTRY

[A Case Study of Selected Units]

QUESTIONNAIRE

[To be Filled in by the Management]

GENERAL- PROFILE

Name of the respondent: Shri/Smt/Ku ---------------------------------------------.

Department/section ---------------------------------------------------------------.

Designation ----------------------. Educational Qualification ---------------------.

Age ----------------------------------. Date of appointment ---------------------.

Number of years of service in the organization -----------------------------------.

Nature of appointment: Temporary/Permanent.

HUMAN RESOURCE MANAGEMENT ORGANIZATIONAL STRUCTURE

[Personnel policies and programs]

1. Is there any personnel department in your organization? YES / NO.
   
   If yes, please give the organizational structure of it. [Attach a copy of chart]

2. What is the total workforce employed in the company?

   Please give cadre-wise position:
   
   a. Unskilled worker ---------------------------------------------.
   
   b. Semi-skilled worker -------------------------------------------.
   
   c. Supervisor -----------------------------------------------------.
   
   d. Low management -----------------------------------------------.
   
   e. Middle management ---------------------------------------------.
   
   f. Top management -----------------------------------------------.

3. Do you have a human resource manager/officer? YES/NO.

   If yes, What are the duties and functions at various managers/officers of this department? -----------------------------------------------.

4. What is the role of the personnel managers in the formulation and implementation of personnel policies in the organization? -----------------------------.
5. Whether the company has framed some personnel policies? YES/ NO.
   If yes, please give the details of such personnel policies: -----------------------------

6. Are personnel policies revised from time to time? YES/ NO.
   If yes, please give details of such revisions and reasons their have: ------

7. Whether the company follows personnel programme? YES / NO.
   If yes, please give the salient features of such personnel programme. ----

8. Are copies of personnel policy given to employees? YES / NO.

9. How are the policies decided?
   A] By votes by which a simple majority decides; -----------------------------
   B] By unanimously or common agreement or consensus------------------------
   C] Any other (mention)-----------------------------------------------------

**M**ANPOWER **P**LANNING

1. Do you undertake manpower planning? YES/NO.
   If yes, please indicate the nature of manpower planning:
   a. Short-run -----------------------------
   b. Long run -----------------------------

2. Have you employed time studies, manning tables, replacement charts, and
   workload /workforce chart and staffing schedules while making job
   analysis? -----------------------------

3. How you plan the organisation current and future manpower needs? ----
   -----------------------------

4. Have you made any special effort for discovering workers or interesting
   them in joining the organisation?
   -----------------------------

5. What are the objectives of manpower planning?
   a. Placing the right man at the right job-------------------------------
   b. Improved material usage--------------------------------------------
   c. Improved work methods---------------------------------------------
d. Better productivity

e. Better management and employees performance

f. Any other (please mention)

6. Please give the manpower requirements and the employment position of last five years:

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<tr>
<th>YEAR</th>
<th>MANPOWER REQUIREMENT</th>
<th>ACTUAL EMPLOYMENT</th>
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RECRUITMENT, SELECTION, PLACEMENT, TRAINING, TRANSFER, PROMOTION

[POLICIES AND PRACTICES]

A. RECRUITMENT

1. What is the recruitment policy in your organisation?

2. What are the main stages of your recruitment procedure?

3. From which of the following source employees are normally recruited?
   A] Employment Exchange
   B] Schools and colleges
   C] Social service organisations
   D] Friends and relatives of employees
   E] Commercial advertisement
   F] Casual labour
   G] Active file
4. Do you give any preferences to following?
A] Physically handicapped person
B] ST/SC,s and other backward class
C] Retired defence personnel
D] Natives or sons of the soil

5. Do you have the practice of employing young people with better qualification and old people with vast experience? YES/ NO

If yes, For which category of employees: ____________________________.

B. SELECTION

1. Which tools of selection do you use? BIO-DATA/ TESTS/ INTERVIEW

2. What are the different types of tests that are conducts?
   A] Psychological test
   B] Medical test
   C] Trade test
   D] Intelligence test

3. Do you use job descriptions and specifications to evaluate the personal characteristics and qualification of Prospective employees? YES / NO

4. Whether in your view the specification and job descriptions have been helpful in achieving the objectives of the company? YES /NO.

Please give your suggestions on effectiveness of job description and specification.

1. Describe briefly how the interview is conducted?

6. Do you structure the questions, before the interview? YES / NO.

7. What is the composition of interview board?
   A] Consist of persons from the organization itself
   B] Consist of persons from and outside the organization

8. Do you follows the procedure of selecting applicants for employment through:
   A] Application blank
B] Detailed interview by company’s representative

C] Checking reference

9. What factors do you consider while selecting a candidate? Give your priority?

A] Educational qualification

B] Technical qualification

C] Recommendation

D] Personality / Efficiency

E] Relation of ex/present worker

F] Any other [please mention]

C. PLACEMENT

1. Who takes the final decision to appoint a candidate for vacant post / additional post?

A] Chairman / President

B] Secretary

C] Chairman / President and Secretary both consulting

D] Board of management

2. What is the minimum probation period, if any, for a newly appointed worker? ----------- Years

3. Do you inform the candidate about the results of interview and ask him to join at the time of interview? YES / NO.

If no, how much time do you take in sending appointment letter? --------------------------

4. Do you have any induction course? YES / NO.

5. Which of the following information are to new employees during induction?

A] Information about the company’s organisational structure

B] Information about the company’s production or products

C] Information about working rules and regulations

D] Information about company’s benefits plan in operation

E] Information about company’s sponsored athletic, recreational welfare and educational activities

F] Information about union, if company is unionized
G] Any other [please mention]  

6. Do you think employees are benefited from it? YES / NO

D. TRAINING

1. Do you have any training programmes in your organisation? YES / NO.

2. Do you appoint trained persons? YES / NO.
   
   If no, then do you send them for training after appointment? YES / NO.

3. Do you have any of the following training programmes of the following for your employees?

   [Check one you have]

   A] Vestibule training [off the job]  
   B] Training for advancements. a. On the job training  
      b. Job rotation  
      c. Apprenticeship  
   C] Training for aiding display employees  
   D] Basic / Foundation training  
   E] Special /Technical training  
   F] Professional course for executives  
   G] Training abroad  
   H] Other specify  

4. Do you give extra financial benefits to a trained worker?

   A] Always  B] Sometimes  C] No

5. Who among the following are associated with the training programmes as instructors and programmers?

   [Check one or more]

   A] Training officers  
   B] Senior employees  
   C] Human resource manager  
   D] Departmental heads  
   E] Outside experts from university professional and management institutes
F. Any other [specify]  

1. Which of the following training methods are in use? [check one or more]
   A] Occasional lectures  
   B] Conferences  
   C] Regular university courses/ part time / fulltime  
   D] Demonstration  
   E] Short training course  
   F] Any other [specify]  

2. Do you make use of audiovisual aids in training your employees? [Check one or more]
   A] Motion picture  
   B] Exhibits  
   C] Slides  
   D] Any other [specify]  

E. TRANSFER AND PROMOTIONS  

1. Do you have a promotion policy in the organisation? YES / NO.  

2. What is the promotion policy in your organisation?  

3. What are the criteria for promotion?  

4. Are employees aware of the policy? YES / NO.  

5. What is/ are the basis/ bases of promotions? [Check one or more]
   A] Merit or ability  
   B] Seniority or length of service  
   C] A + B  

6. Do you prepare persons for promotion? YES / NO.  

7. If candidate is not found suitable, What do you do?  

8. What is the effect of promotion in year’s department?
9. What problems do you face while affecting promotions? 

10. Are transfers made in your organisation? YES / NO. 
   If yes, What is the policy of transfer? 

11. Are transfers made because; 
   A] Organisation wants 
   B] Employees want 
   C] Both 

12. Are transfers linked with promotion? YES / NO. 

13. Do you take the consent of employees before their transfer? YES / NO. 

**SALARY AND ADMINISTRATION, SALARY AND WAGES INCENTIVES, FRINGE, BENEFITS** 

1. Do you conduct wage surveys to determine the pay scales of: 
   A] Worker’s YES / NO. 
   B] Clerk’s YES / NO. 
   C] Supervisor’s YES / NO. 
   D] Manager’s YES / NO. 

2. How do you determine the wages/ salary of the worker’s? 
   A] Individual bargaining 
   B] Going rate in similar organisation 
   C] Collective bargaining 
   D] Personal judgement 
   E] Any other [please specify] 

3. What is the salary range for workers? 
   B] Maximum: Rs. 

4. Have you negotiated and signed a long-term agreement with the union? YES / NO. 
   If yes, then is following issues covered by the agreement? 
   A] Pay scales 
   B] D.A.
C] Loans  

D] Bonus  

E] Review of a, b, c and d  

F] Any other [specify]  

5. Do you use job analysis and evaluation to determine appropriate wage differentials between various jobs? YES / NO.  

6. Looking at salary/ wages facilities in the industry:  
   A] Workers get migrated to other industry.  
   B] Other workers join your project.  
   C] Both are possible  

7. Do you give increments to your workers? YES / NO.  
   If yes, What is the basis: A] Service  
   B] Performance  
   C] Both service and performance  
   D] Management liking  
   E] Loyalty and commitment  
   F] Others, if any  

8. Which of the following wages / salary cum incentive plans are use in your organisation? [Check one or more] A] Time-rate  
   A] Individual piece work  
   B] A + B  
   C] Group piecework  
   D] Incentive bonus  
   E] Group bonus  

9. Do you have overtime system? YES / NO.  
   If yes, What is the rate of overtime Rs per extra hour’s beyond office hours.  
   And, what is the maximum overtime that one worker can do? Hours per work/ per month.
10. To whom you give annual bouns?
   A] To regular worker’s
   B] To worker’s paid the consolidated pay / annual contract worker’s
   C] To casual worker’s

11. Do you make deductions in respect of the following from the employee’s pay?
   A] Provident fund
   B] Income tax
   C] House rent
   D] LIC’s premium
   E] ESIS contribution
   F] Advances [including festival advance]
   G] Fines
   H] Electricity
   I] Any other [mention]

12. Are the employees allowed to draw pay in advance under special circumstances? YES / NO.
    If yes, please specify the grounds under which advance pay is usually granted:

13. Do you consult the union leaders for the implementation of incentives? YES / NO.

14. What are the problems brought by the union regarding the incentive? 

15. Do you have in your mind any progressive incentive plan? YES / NO.
    If yes, give details:

INDUSTRIAL RELATIONS AND SOCIAL WELFARE

1. Which of the following benefits are provided for your employees? [check the appropriate one’s]

WORKERS SUPERVISOR MANAGER

   A] Paid holiday
   B] Leave with pay
C] Life insurance  
D] Pension and/or retirement  
E] Gratuity scheme  
F] Festival bonus  
G] Hospitalization and medical benefits  
H] Sickness and accident benefits  
J] Thrifts and saving plans  
K] Any other [specify]  

2. Do you provide them other services like?  
A] Recreation and education facilities  
B] Personal services  
C] Any other (specify)  

3. What are the main problem's related to the development and welfare of the employee working in your organisation  
1.  
2.  
3.  
1. Give your advice to cure them?  
2. Whether any special benefit's or welfare facilities are given to backward classes specially sc/st YES/NO  
If no, what are the reasons behind it?  

6. Whether retirement benefit's are also provided in the your company? YES / NO.

B] INDUSTRIAL RELATION:

1. What are the misconducts commited by employee's in general in your organisation / department?  
2. How misconduct are dealt with?  
3. Does this approach help in improving discipline?  
4. What is grievance procedure in your organisation?
5. How far does help in industrial relation? 

6. What are the different types at grievance's of employee's generally have? 

7. What are the different levels at grievance-settlement in practice? 

8. At which stage most of the grievance are settled? 

9. What are the difficulties you face in solving the grievances? 

10. What are the reasons for delay in settlement of grievances? 

11. How many grievances did you deal during the last year? 

12. How do you communicate with workers? 
   Through notices on notice boards/ through formal circulars/ orally and formally. 

13. How does grievance help in maintaining good industrial relation? 

14. What modes of communication do you always use? 
   Formal/ informal / oral /written. 

15. Have yours workers organized in the form of union? YES/NO 

16. How many unions have you recognised in your organisation and on what basis? 

17. Do you find the trade union cooperative on carrying out the production programme in your unit? 

18. What is your opinion about trade-union leaders? 

19. How many disputes were caused during the past ten years? Give description in details.
20. What were the basic causes at disputes?

21. What is best method of settlement of disputes?
   a. Collective bargaining.
   b. Adjustment.
   c. Reconciliation.
   d. Arbitration.

22. According to you, what should be the scope of collective bargaining in your organization?

23. Do you think workers should participate in management? If yes why?

24. Is there any workers committee/joint management council in the organization?
   YES / NO.

25. Do you find that person discussion with workers representative and mutual consultations are conducive for better industrial relation?

26. Do you have any specify management development plan?
   YES / NO.
   If yes, what are the objectives of it?

27. Who administers the management development programs?

28. How these programs are evaluated?

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HUMAN RESOURCE MANAGEMENT IN INDIAN TYRE INDUSTRY
[A CASE STUDY OF SELECTED UNITS]

QUESTIONNAIRE
[To be filled in by the Employees]

GENERAL- PROFILE

Name of employee

Department / Section

Post / Assignment / Job ————Pay scale ————Nature of employment:

Permanent / Temporary / Daily wages.

Educational Qualification ————Total number of services rendered to this organisation ————Particular of previous employment if any:

Human Resource Management And Organizational Structure

[Personnel policies and programmes]

1. Do you feel that existing personnel policies are favourable to the employees? YES / NO.
   
   If no, What are the main drawbacks in the existing personnel policies? -------

2. Do you think that personnel programmes adopted by the company are satisfactory? YES / NO.

3. Do you have adequate knowledge and awarenees regarding existing personnel policies of your organisation YES / NO.
   
   If no, please state the reasons
MANPOWER PLANNING

1. Do you think that existing manpower planning of the company is proper and scientific? YES / NO.

2. Which manpower planning techniques the management in your company to assess the manpower requirements has adopted? -

3. Do you think your organisation is over staffed? YES / NO.
   If yes, What measures would you like to suggest tackling this situation? ---

Recruitment, Selection, Placement, Training, Transfers, Promotions, Policies And Practices

A. RECRUITMENT

1. What is your opinion regarding existing recruitment policy?
   A] Adequate B] so so  C] Inadequate

2. What methods / Techniques are adopted by your organisation for the recruitment of employees? -

A. SELECTION

1. Do you think that the present procedure in your company is Fair/ Scientific and perfect? YES / NO.
   If no, What crucial changes would you suggest in it?

2. Are you of the opinion that capable persons are getting jobs in your organisation? YES / NO.
   If no, then what are the reasons?
3. What is the process of selection of employee in your organisation? -------

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B. PLACEMENT

1. Whether there is any prescribed procedure for placement of workers in the company? YES / NO.

   If yes, give details of it ---------------------------------------------

   ---------------------------------------------

2. What is the minimum probation period, if any, for a newly appointed worker? -------Year’s.

3. Is there is any formal induction programme in your company? YES / NO.

   If yes, What is the procedure of induction? -----------------------------

   ---------------------------------------------

4. Do you think that the existing placement and induction system is beneficial to newly appointed employees? YES / NO.

5. What changes would you like to suggest in the placement procedure? -------

   ---------------------------------------------

C. TRAINING

1. Is there any separate sections/ department for training of employees in your organisation? YES / NO.

2. Which category of employees undergoes training programmes? [ Tick the boxes below]

   [] Management Level [] Supervisory Level [] Skilled Workers

3. How many training courses you have attended so far in this company? Give details.

   YEAR / NATURE OF TRAINING / PLACE / DETAIL OF TRAINING

   [Short term/ long term]
4. What is your observation about the training programme?

5. Whether you get the permission of the management / technical knowledge easily? YES / NO.

6. Have you noticed any improvement in the skill and knowledge of the workers who have attended various training programmes?
   A] In all cases  B] In many cases  C] In some cases  D] In few cases  E] In no cases.

7. Are you satisfied with the existing training facilities being provided by company? YES / NO.

8. What is the various training programmes for different categories of employees in your company?
   A] Technical level -----------------------. [Short term/ Long term] -----------------
   B] Non technical level ------------------. [In plant/ Outside of plant] ------------

9. What are suggestions would you like to make for improvement in the training programmes? -----------------------------------------------

E. TRANSFER AND PROMOTIONS

1. Are you fully aware with the existing promotion policy of the company? YES / NO.
   If no, What are the reasons? -----------------------------------------------

2. Do you think that the company is following the said policy properly? YES / NO.
If no, What are the reasons? 

3. What are your suggestions for improvement in the promotion policy? ---- 

4. Do you have the adequate knowledge of the transfer policy of your organisation? YES / NO.

5. Does the management of the transfer policy do any partiality? YES / NO.
   If yes, point out the suggestions 

Salary And Wages Administration, Salary And Wages Incentives, Fringe, Benefits

1. What are the existing wage/salary structures of your organisation? ---- 

2. Is there any wage-agreement with the employees? YES / NO.

3. What are the main features of wage policy of your company? ---- 

4. What is your opinion regarding pay structure of your company in comparison to similar organisation?
   [Tick the boxes below]
   () Superior () Similar () Inferior

5. What type of pay scales the company for following categories of employees should adopt?
   A] Top/ Middle/ Lower management 
   B] Supervisory staff 
   C] Skilled workers / Ministrial staff 
   D] Unskilled and semi-skilled workers
6. Do you get the payment for overtime work? YES / NO.

7. Whether you have to do extra work without getting extra salary?

8. What are the different types of fringe benefits provided to you in the organisation?
   A] Free tea, milk etc.
   B] Subsidiary lunch
   C] Transport
   D] Housing
   E] Loan facility
   F] Any other

9. Do you think that those benefits are adequate? YES / NO.
   If no, what suggestion do you give -------------------------------

10. What are the types of incentives provided to the workers?
    A] Monthly production bonus
    B] Annul production bonus
    C] Special allowance
    D] Accident prohibition allowance
    E] Attendance allowance
    F] Any other

11. Do you think the present incentive scheme needs change? If yes, give reasons? -------------------------------

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INDUSTRIAL RELATIONS AND SOCIAL WELFARE

1. What types of welfare activities in your organisation are provided? -------------------------------

2. Whether you are satisfied with these measures? YES / NO.
   If no, please give your suggestion -------------------------------
3. Give your suggestion to make retirement benefits more useful? 

2. From following workers welfare plans how much you are satisfied:
   Welfare Programme | Totally | Partially | Unsatisfied

1. Housing facilities

2. Health

3. Medical facilities

4. Leave and holiday

5. Work per hour

6. Education

7. Canteen

8. Entertainment

9. Family welfare programme

10. Transport facility

11. Special facility for women

12. Death benefit fund

13. Injury compensation

B. INDUSTRIAL RELATIONS

1. Whether you get justified solution from the higher officials whenever you are in trouble? YES / NO.

2. Whether the code of discipline effective in the organisation? YES / NO.

3. Whether you have arguments with your higher officials so what are the reasons;

   A] Due to not granting leaves

   B] Due to unsatisfactory work

   C] Because of getting late
D] Other reasons [specify]  

4. Whether there is any problem-solving scheme in your company? YES / NO. 
   If yes, then by problem-solving scheme did you get the solution? YES /NO. 
   If no, then what type of change you want in the scheme? [Specify]  

5. Do you think that joint consultation may play an important role in settlement of problems? YES / NO. 

6. What are the different types at grievances of employees generally have?  

7. Are you satisfied with the existing grievance settlement system of your organisation? YES / NO. 
   If no, suggest measures for improvement:  

8. Whether there is any communication process in your organisation? YES / NO. 

9. What do you feel the suitable communication process?  
   A] Face to face 
   B] Through notices on notice board 
   C] Through formal circulars 
   D] Informal communication 

10. Are you able to communicate with your superiors? YES / NO. 

11. Are the existing channels of communication adequate to solve the problem of employees? YES / NO. 

12. Please, suggest some improvement, if any required in the existing channels of communication?  

13. How many trade unions of workers are functioning in your company?  

14. Are you a member of any union? YES / NO.

15. Do you think that the trade unions are playing positive role in guarding the interest of workers? YES / NO.
   If yes, what matters are generally taken up by the union? [Tick one or more]
   A] Wages / salary --------------.
   B] D.A and other allowance --------------.
   C] Fringe benefits / Incentives --------------.
   D] Transfer --------------.
   E] Promotion --------------.
   F] Bonus --------------.
   G] Pension / social security / welfare --------------.
   H] Any other --------------.

16. Do you like that workers or union leaders should participate in the decision making process of the organisation? YES / NO.

17. Whether in your organisation workers have been assigned participative roles in the management? YES / NO.

18. Was there any strike in the factory during the last five years? YES / NO.

19. Which of the following, do you think have been the principal causes of strikes? [Tick one or more]
   A] Wage/ D.A/ bonus and hours of work --------------.
   B] Behaviour of the management staff --------------.
   C] Dismissal and lay offs --------------.
   D] Demand for reinstalment of one or more workers --------------
   E] Political consideration --------------.
   F] Inter-union rivalry --------------.
   G] Delays in legal proceedings --------------.
   H] Any other [specify] --------------.

20. Industrial dispute is mainly turn in which form:
21. What is the role of trade union/labour association in solving the industrial dispute?
   A] They went on the strikes
   B] Discuss the issue with management
   C] Any other [mention]

22. Whether industrial relation in your orgation is:
   A] According to achieve the goal of project
   B] Not according to the achievement of the goal of project
   C] Barrier in complete development
   D] Useful in complete development

23. What is your overall assessment regarding the performance of the unit?
   A] Satisfactory B] Unsatisfactory C] SoSo

If you are not satisfied then suggest measures for improvement in the working in the unit

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