Appendix A

Interview Schedule for Workers
Impact of Liberalization on Industrial Relations-A Study with Special Reference to Kerala
INTERVIEW SCHEDULE FOR WORKERS

1. Personal Information

1.1 Name
1.2 Age
1.3 Sex: Male/Female
1.4 Education
1.5 Marital status
1.6 Designation
1.7 Years of service
1.8 Monthly salary
1.9 Member of political party: Yes/No

2. Trade unionism

2.1 Member of trade union: Yes/No
   If yes, name of the union

2.2 Incentives for joining union (In order of preference)
   a) For security of job
   b) To get more wage, bonus and other benefits
   c) For the sake of unity and strength of workers
   d) To escape from victimization
   e) To solve personal problems
   f) Others (Specify)

2.3 Are you interested in unions and union activities? Yes/No
   If No, the reasons for declining interest in union activities (In order of preference)
   a) Unions are not capable of anything more
b) No faith in union leadership

c) Over politicization of unions

d) Fear of management action

e) No option before unions but to cooperate with management

f) Others  (Specify)

2.4 Do you have freedom of association in your unit?  Yes/No

2.5 Extent of participation in union activities

☐ Not at all  ☐ Very little  ☐ No opinion  ☐ Moderately  ☐ Very high

2.6 Do you think that membership has declined after liberalization?  ☐ Yes  ☐ No

If yes, the reasons for declining membership (in order of preference)

a) Slow growth in employment

Due to more temporary (casual, contract) labour

c) Higher bargaining power of employers

d) Anti-labour policies of government

e) Increase in workers not interested in unions

f) Others  (Specify)

2.7 Liberalization has reduced power of unions

☐ Not at all  ☐ Very little  ☐ No opinion

2.8 Strategy for attracting more workers (in order of preference)

a) Concentrate on organizing workers

b) Reforming union structure

c) Take political actions

d) International solidarity of unions

e) Unification of unions
A. Interview Schedule for Workers

2.9 Do you think that independent unions are useful for workers? [ ] Yes [ ] No

2.10 Liberalization has reduced the power of unions:
[ ] Agree [ ] No opinion [ ] Disagree

2.11 Do you think that merger of unions will strengthen unions movement? [ ] Yes / [ ] No

2.12 Do you accept the merger of unions? [ ] Yes [ ] No

2.13 How far are union leaders efficient in solving the problems of union members?
[ ] Highly efficient [ ] Efficient [ ] No opinion [ ] Moderate [ ] Not at all efficient

3. Industrial Disputes

3.1 Number of labour disputes occurred in your unit during the last ten years: .................

3.2 Important reasons for disputes

   a) Wages and allowances
      1 2 3 4 5 6 7 8 9 10

   b) Working conditions
      1 2 3 4 5 6 7 8 9 10

   c) Against downsizing of workers
      1 2 3 4 5 6 7 8 9 10

   d) Disciplinary action
      1 2 3 4 5 6 7 8 9 10

   e) Bonus
      1 2 3 4 5 6 7 8 9 10

   f) Others (Specify)
      1 2 3 4 5 6 7 8 9 10

3.3 What type of strikes occurred in your unit during last ten years?

[ ] Strikes of more than a day
[ ] One day strike
[ ] Strikes of less than a day
[ ] Go slow strike
[ ] Sit in strike
[ ] Gherao
A. Interview Schedule for Workers

3.4 Which of the following occurred most frequently:  □ Strike  □ Lockout

3.5 Percentage of workers participated in last strike...........................................

   a) Year of strike.................................  b) Days lasted..........................

3.6 Success percentage of strikes in your unit..............................................

3.7 Important reasons for failure of strikes (in order of preference)
   a) Lack of unity of workers .........
   b) Divergent interests of unions ......
   c) Non-cooperation of management ...
   d) Unrealistic demands .............
   c) Inefficiency of union leadership ...
   d) Others (specify) .............

3.8 Unions are reluctant to give a strike call in the present situation
   □ Agree  □ No opinion  □ Disagree

3.9 Some of the Reasons for reluctance to strike are given below. Specify your order of preference.
   a) Strike may result in loss of job ...
   b) More importance given to job security ...
   c) Government is more employer-friendly ...
   d) Existence of company is more important ...
   e) Strikes are futile ....
   f) Others (Specify) ...

3.10 Do you participate in strikes?  □ Yes  □ No

If not, the reasons for non participation in strikes (in order of preference)
A. Interview Schedule for Workers

a) Fear of loss of job
b) Fear of loss of income
c) Fear of management action
d) Strikes are politically motivated
e) No faith in strikes
f) Others (Specify)

3.11 Strike is a weapon to pressurize management.

☐ Strongly agree ☐ Agree ☐ No opinion ☐ Disagree ☐ Strongly disagree

3.12 Disciplinary action taken by the management against workers on strike.

☐ Suspension
☐ Reducing salary
☐ Denial of promotion
☐ Transfer
☐ Dismissal
☐ Others

3.13 Cooperating with management is better than strike for protecting worker's interests.

☐ Agree ☐ No opinion ☐ Disagree

3.4 Management is more militant after liberalization.

☐ Strongly agree ☐ Agree ☐ No opinion ☐ Disagree ☐ Strongly disagree

4. Industrial Relations

4.1 In which year the present long term agreement in your unit was signed? ..................

☐ Yes ☐ No

4.2 Was all the provisions in the agreement implemented?

☐ Yes ☐ No

4.3 Are you satisfied with your present salary?

☐ Yes ☐ No

4.4 Are you satisfied with your present salary?
4.5 Do you think that your salary increased after liberalization?
   [ ] Increased   [ ] No change   [ ] Decreased

4.6 Are you willing to acquire skills to face new challenges?  [ ] Yes   [ ] No

4.7 Extent of freedom for the management of the unit in the following
   a) In matters related to salary of workers  1 2 3 4 5 6 7 8 9 10
   b) In framing training policy  1 2 3 4 5 6 7 8 9 10
   c) In downsizing workers  1 2 3 4 5 6 7 8 9 10
   d) In retrenching workers  1 2 3 4 5 6 7 8 9 10
   e) In matters related to industrial relations  1 2 3 4 5 6 7 8 9 10

4.8 How far you are satisfied with management attitude in the following?
   a) In considering industrial relations policies.
      [ ] Highly satisfied  [ ] Satisfied  [ ] Don't know  [ ] Not satisfied  [ ] Not at all satisfied
   b) In seeking the opinion of your department in matters related to industrial relations.
      [ ] Highly satisfied  [ ] Satisfied  [ ] Don't know  [ ] Not satisfied  [ ] Not at all satisfied
   c) In informing you and your department the developments taking place in the unit.
      [ ] Highly satisfied  [ ] Satisfied  [ ] Don't know  [ ] Not satisfied  [ ] Not at all satisfied

4.9 Consideration given to matters related to industrial relations while taking decision on the following.
   a) On capital investment decisions  1 2 3 4 5 6 7 8 9 10
   a) In changing the method of production  1 2 3 4 5 6 7 8 9 10
   a) In matters related to service conditions  1 2 3 4 5 6 7 8 9 10
   a) In matters related to downsizing of workers  1 2 3 4 5 6 7 8 9 10

4.10 How far you are satisfied in the behavior of management?
A. Interview Schedule for Workers

☐ Not satisfied ☐ Low Satisfaction ☐ No opinion ☐ Not satisfied ☐ High satisfaction

4.11 Cooperating with management is better than strike for protecting worker’s interests.
☐ Agree ☐ No opinion ☐ Disagree

4.12 Government is more management-friendly after liberalization.
☐ Agree ☐ No opinion ☐ Disagree

4.13 How do you rate the following in your unit?

a) Industrial relations 1 2 3 4 5 6 7 8 9 10
b) Grievance settlement procedure 1 2 3 4 5 6 7 8 9 10
c) Participative management 1 2 3 4 5 6 7 8 9 10
d) Collective bargaining 1 2 3 4 5 6 7 8 9 10
e) Training facilities 1 2 3 4 5 6 7 8 9 10
f) Welfare facilities 1 2 3 4 5 6 7 8 9 10
g) Security of job 1 2 3 4 5 6 7 8 9 10

5. Casual/Contract Employment

5.1 To which category of worker you belong to?
☐ Permanent ☐ Casual ☐ Contract ☐ Part time ☐ Others

5.2 What are the benefits available to permanent workers?
☐ Provident Fund ☐ Pension ☐ Health benefits ☐ Canteen facilities
☐ School facilities ☐ Housing ☐ Others

5.3 Is the above mentioned benefits available to temporary/contract workers?
☐ Yes ☐ No

5.4 Which of the following is more important in the case of temporary workers? (In order of preference)

a) Instability of job ☐
A. Interview Schedule for Workers

b) Low wage level

c) Absence of training

d) Absence labour protection programmes

e) Absence of benefits other than wages

f) Others (Specify)

5.5 Details about wages and working conditions of different category of workers.

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<th></th>
<th>Permanent</th>
<th>Casual</th>
<th>Contract</th>
<th>Part time</th>
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<tbody>
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<td></td>
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<tr>
<td>Hours of work</td>
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<td>Leave with salary</td>
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<td>Chances of promotion</td>
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<tr>
<td>Job tenure</td>
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</tbody>
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5.6 Justification for employing casual/contract workers

a) Changing need for workers

b) For reducing labour cost

c) To simplify administrative work

d) To get specially skilled workers

e) For giving job according to work

f) Others (Specify)

5.7 Important problems faced by casual/contract workers

1.

2.

3.

5.8 Do temporary workers have unions? □ Yes □ No

5.9 Is there any procedure for grievance settlement of temporary workers?

□ Yes □ No
A. Interview Schedule for Workers

If Yes, what are they:  
1.  
2.  
3.  

5.10 Do temporary workers have freedom for union work?  
☐ Yes  ☐ No

5.11 How far is your job secure?
☐ Not at all secure  ☐ Secure  ☐ Don't know  ☐ Fully Secure
Appendix B

Focus Group Interview Schedule
For Trade Union Leaders
B. Focus Group Interview Schedule For Trade Union Leaders

Impact of Liberalization on Industrial Relations-A Study with Special Reference to Kerala

FOCUS GROUP
INTERVIEW SCHEDULE FOR TRADE UNION LEADERS

1. Name
2. Age
3. Sex: Male/Female
4. Education
5. Marital status
6. Designation
7. Years of service
8. Monthly salary
9. Name of union
10. Position held in union
11. Are you member of political party? Y/N If Yes, name of party:
12. Number of members in your union.
13. Incentive for unions to join unions.
14. Reasons for declining interest in union activities.
15. The reasons for declining union membership after liberalization.
16. Your response to the declining power of unions after liberalisation.
17. Strategy for attracting members in the changed scenario.
18. Your response about independent unions. Is it more useful to the workers?
19. Do you think that unification/merger of unions will strengthen trade union movement?
   Your attitude towards merger of unions.
20. Important strikes occurred in your unit during the last ten years.
21. Your response to the view that lockouts are more than strikes after liberalization.
22. Percentage of successful strikes in your unit.

23. Important reasons for failure of strikes.

24. Unions are reluctant to strike in the new environment. Your views.

25. Do you think that employers are more militant after liberalization?

26. Cooperating with management is better than strikes to protect worker’s interests. Your opinion.

27. Are flexible workers of unit members of unions?

28. What are the important problems faced by flexible labour?

29. Difference in wages and working conditions of permanent and non-permanent workers.

30. Justification of management for employing more casual/contract labour.

31. Is there separate union for casual/contract workers?

32. What are then procedure for settling the grievances of casual/contract workers?

33. Increased use of flexible labour reduce the power and strength of unions. Your views.

34. What are the changes in the industrial relations policies of management after liberalization.
Appendix C

Focus Group Interview Schedule
For Management Personnel
C. Focus Group Interview Schedule For Management Personnel

Impact of Liberalization on Industrial Relations - A Study with Special Reference to Kerala

FOCUS GROUP

INTERVIEW SCHEDULE FOR MANAGEMENT PERSONNEL

1. Name
2. Age
3. Sex: Male/Female
4. Education
5. Marital status
6. Designation
7. Years of service
8. Monthly salary
9. Number of workers in your organization.
10. Roughly what percentage of employees in your organization are members of a union?
11. Do you feel that workers are very much interested in union activities?
   If not, the reasons for declining interest in union activities.
12. Do you extend freedom of association for unions at workplace?
13. Data shows that union membership declined in the post liberalization period.
   What could be the probable reasons for it?
14. Do you feel that labour in Kerala is less militant now?
15. What percentage of your employees have their pay set through collective bargaining?
16. Your opinion about one union in one industry. Is it good for management?
17. How do you view merger of unions? Will it strengthen trade union movement?
18. Your opinion about independent unions. Is it good for workers/management?
19. Major disputes taken place in your unit during the last ten years.
20. Employer militancy is very high after liberalization. Your comments.
21. Data shows that lockouts outstrip strikes during post liberalization period. Your comments.
22. In the new environment unions are reluctant to give a strike call. In your opinions what could be the possible reasons for it.
23. Workers are more cooperative with the management in the post liberalization period. Your views on it.
24. Do you favour giving more flexibility to management in the employment of workers?
25. What percentage of workers in your unit is flexible?
26. What are the important problems faced by flexible workers?
27. How would you justify the employment of more flexible labour?
28. Are the flexible labour unionized?
29. What are the mechanisms for the redressal of grievances of temporary workers?
30. What changes are there in the industrial relations approach of the management in the post-liberalization period?
31. Do you consult unions on matters related to industrial relations?
32. Importance given to industrial relations on making decisions regarding fixed capital investments, bringing changes in methods of production, downsizing of workers etc.
33. Government is more employer-friendly in the post liberalization period. Do you agree with it? Your comments.