APPENDIX-B

"INDUSTRIAL RELATIONS IN STATE UNDERTAKINGS OF ORISSA, A CASE OF IDCOL"

(Questionnaire (For Management Only)

**PART-I (PERSONAL DATA)**

1. Name of the unit and location :
2. Name of the respondent :
3. Designation :
4. Age in years :
5. Qualifications :
6. Experience :

**PART-II (INDUSTRIAL RELATIONS)**

7. What problems you would include when you talk of industrial relations in your organisation ?

8. In your opinion what is the existing state of industrial relations prevailing in your unit ?
   (a) Most satisfactory
   (b) Satisfactory
   (c) Undecided
   (d) Unsatisfactory
   (e) Most unsatisfactory

9. Do you feel that strikes, Gheraos and Go-slow are justified to solve the problems of the workers ?
   (a) To great extent
   (b) To some extent
   (c) Not at all

10. What in your opinion, are the reasons for strikes and gheraos and go-slow in your organisation ?
    (please rank in order of importance upto fourth factor putting 1, 2, 3, 4)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Strikes</th>
<th>Gheraos</th>
<th>Go-slow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic factors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political Sympathy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working conditions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Welfare measures</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Disciplinary measures</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Personnel Policies</td>
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<td></td>
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<tr>
<td>Union rivalry</td>
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<td></td>
<td></td>
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<tr>
<td>Recognition on Union</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Unsympathetic attitude of management</td>
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<td></td>
</tr>
</tbody>
</table>
11. What is the effect of strikes, gheraos, go-slow on the workers of your unit? (please rank)

<table>
<thead>
<tr>
<th></th>
<th>Strikes</th>
<th>Gheraos</th>
<th>Go-slow</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase in wages</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Improved Welfare measures</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3. Better working conditions</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4. Loss of income</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>5. Loss of job</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6. Strained relationship with management</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7. Rift among workers</td>
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<td></td>
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<tr>
<td>8. Loss of leave</td>
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<td></td>
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<tr>
<td>9. Disruption of domestic life</td>
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<td></td>
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</tr>
</tbody>
</table>

12. In your opinion what is the attitude of trade unions/workers towards strikes/gherao/go-slow?

<table>
<thead>
<tr>
<th></th>
<th>Problem solving</th>
<th>Sympathetic</th>
<th>Indifferent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Union</td>
<td>Worker</td>
<td>Trade Union</td>
<td>Worker</td>
</tr>
<tr>
<td>Strike</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gherao</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Go-slow</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. Are you satisfied with the adequacy and implementation of measures to prevent strikes/gherao/go-slow?

<table>
<thead>
<tr>
<th></th>
<th>Strike</th>
<th>Gherao</th>
<th>Go-slow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequacy</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Implementation</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

14. (a) Is there any instance of lockout in your organisation?

   Yes   No

(b) What factors do you attribute for such lockout? (please rank)

   _____ To curb the militant spirit of the workers
   _____ To resist collective demands of workers
   _____ To take security measures
   _____ To pressurise workers/Trade Unions to accept management’s terms.
   Any other (Please specify)

15. What is the effect of such lockout? (Please rank)

   _____ Loss of production
   _____ Loss of mandays
   _____ Economic loss to organisation and workers
   _____ Strained relations with workers/union
   Any other (Please specify)
PART-IV (Joint Committee)

16. (a) Which of the following Joint Committees in your opinion works satisfactorily in your organisation?

   Yes    No
(a) Works Committee
(b) production Committee
(c) Grievance Committee
(d) Welfare Committee
(e) Safety Committee
(f) Canteen Managing Committee
(g) Housing allotment Committee

(b) Please state the level of satisfaction in the working of the various Joint Committees?

<table>
<thead>
<tr>
<th>Name of the Committee</th>
<th>Greatly satisfied</th>
<th>somewhat satisfied</th>
<th>Not at all satisfied</th>
</tr>
</thead>
</table>
(a) Works Committee
(b) Production Committee
(c) Grievance Committee
(d) Safety Committee
(e) Welfare Committee
(f) Canteen Managing Committee
(g) Housing allotment Committee

17. What is in your opinion the interest and initiative of the worker member in the joint committees?

<table>
<thead>
<tr>
<th></th>
<th>Strongly satisfied</th>
<th>Undecided</th>
<th>Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART-V (Settlement of Disputes)

18. Through which method you prefer first to settle industrial disputes in the organisation?

(a) Collective bargaining
(b) Conciliation
(c) Arbitration
(d) Adjudication
(e) Direct action
19. What is your opinion regarding the functioning of conciliation machinery in the organisation?
(a) Most satisfactory  
(b) Satisfactory  
(c) Undecided  
(d) Unsatisfactory  
(e) Most unsatisfactory  

20. (a) Do you feel that the workers and grade unions are extending their cooperation for redressal of employee grievances?
   Yes  No  
(b) If 'No' please state reasons.  

21. (a) Are you satisfied with the existing procedure of redressal of grievances?
   Yes  No  
(b) If not what are the reasons for your dissatisfaction (Please rank)
   _____ Non cooperation of workers  
   _____ Indifferent attitude of management  
   _____ Indifferent attitude of Union leaders  
   _____ Political interference  
   _____ Any other.  

22. Do you think that collective bargaining, if encouraged would lead to better industrial relations?
(a) To a great extent  
(b) To some extent  
(c) Not at all  

23. What is the attitude of workers/management towards the collective bargaining system?

<table>
<thead>
<tr>
<th>Workers</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Most favourable</td>
<td></td>
</tr>
<tr>
<td>(b) Favourable</td>
<td></td>
</tr>
<tr>
<td>(c) Undecided</td>
<td></td>
</tr>
<tr>
<td>(d) Unfavourable</td>
<td></td>
</tr>
<tr>
<td>(e) Most unfavourable</td>
<td></td>
</tr>
</tbody>
</table>

24. (a) What is your opinion on the working of collective being in your unit?
   (i) Much successful  
   (ii) Some what successful  
   (iii) Very little successful
(b) Please rank the following factors responsible, if the collective bargaining system is not successful in your organisation?

1. Indifferent attitude of Management
2. Indifferent attitude of trade union
3. Multiple bargaining agents
4. Facility to resort to other methods
5. Any other

25. In your opinion, what is the attitude of workers and trade union leaders towards the management?

<table>
<thead>
<tr>
<th>Problem</th>
<th>Cooperative</th>
<th>Indifferent</th>
<th>Solving</th>
</tr>
</thead>
</table>

Workers
Trade union leaders

PART-VII (Workers' participation in management)

26. (a) Do you have any scheme of workers participation in management?

1. Yes
2. No

(b) Are you satisfied with their workings.

1. Greatly satisfied
2. Some what satisfied
3. Not at all satisfied.

(c) What is your opinion on WPM if introduced effectively will result in?

1. Improved Industrial relation
2. Good relation
3. No change in relation

PART-VIII (Trade Union)

27. What reasons do you attribute for not recognising a Union?

1. Lack of adequate membership
2. Free will of management
3. Legal restrictions
4. Political reasons
5. Any other (Please specify)

28. (a) Do you think that there are workers who have not joined trade unions?

1. Yes
2. No

(b) If 'Yes' please give reasons...
29. What in your opinion is the influence of trade union leaders on the workers.
   _____ Much _____ Little _____ No

30. Do you agree that the trade unions cooperate in establishing peace and harmony in the organisation?
   (a) Strongly agree
   (b) Agree
   (c) Undecided
   (d) disagree
   (e) Strongly disagree

31. To what extent the trade union activities are befitting the very cause for which it is formed?
   (a) To a great extent
   (b) To some extent
   (c) Not at all

32. Do you agree that the existence of trade unions in your organisation creates cordial industrial relations?
   (a) Strongly agree
   (b) Agree
   (c) Undecided
   (d) Disagree
   (e) Strongly disagree

33. What reasons do you attribute for the emergence of multiplicity of unions? (Please rank)
   _____ (a) Political reasons
   _____ (b) Personal rivalries
   _____ (c) Attitude of the management
   _____ (d) Struggle for leadership
   _____ (e) Selfish motive of union leader
   _____ (f) Any other

34. (a) Is there Inter-union rivalry in your organisation?
    _____ Yes _____ No

   (b) If 'Yes' state the reasons (Please rank)
        Struggle for leadership
        Political outlook/ideology
        Personal differences
        Ineffective leadership
        Any other
35. In your opinion, what is the impact of inter-union rivalry on industrial relations? (Please rank)
   _____ No impact
   _____ Disturbance of harmonious industrial relations
   _____ Disruption of normal production
   _____ Strained relations between workers
   _____ Loss of emoluments to workers
   _____ Any other

36. (a) Is there any intra-union rivalry in your organisation? _____ Yes _____ No
    (b) If 'Yes' please rank the reasons
       _____ Struggle for leadership
       _____ Personal rivalries
       _____ Political influence
       _____ Selfish motive
       _____ Ineffective leadership
       _____ Interference of management
       _____ Occupational difference

37. What is the impact of intra-union rivalry on industrial relations? (Please rank)
   _____ No impact
   _____ Disturbance of harmonious relations
   _____ Disruption of normal production
   _____ Strained relations among workers
   _____ Strained relations among union leaders
   _____ Any other

38. (a) Which type of leadership do you prefer in your organisation for maintaining good industrial relations?
    (a) Outsider _____
    (b) Insider (rank and file) _____
    (c) Combination of both _____
    (b) Please state reasons for your response.

39. What is your feeling in negotiating with the union leader who is a politician/outsider for resolving industrial dispute?
    (a) Allergic _____
    (b) Tolerable _____
    (c) No feeling _____
40. Do you agree that outside leaders/politicians are responsible for pouting the peace and harmony of the industry?
   (a) Strongly agree
   (b) Agree
   (c) Undecided
   (d) Disagree
   (e) Strongly disagree

41. What is your suggestions for better industrial relations in your organisation?