Ph.D. RESEARCH WORK (Commerce & Management)
Being submitted to
SHIVAJI UNIVERSITY, KOLHAPUR
A STUDY OF ORGANIZATIONAL COMMUNICATION PROCESSES
AND PROBLEMS IN RELATION TO HUMAN RESOURCES IN
MILK PRODUCTS INDUSTRY IN KOLHAPUR DISTRICT

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<tr>
<th>Dr. M.V. Rodrigues</th>
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<tr>
<td>Research Guide</td>
<td>Research scholar</td>
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<tr>
<td>Chh. Shahu Central Institute of Business Education &amp; Research</td>
<td>The New College</td>
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STRUCTURED INTERVIEW SCHEDULE FOR MANAGERIAL, SUPERVISORY AND NON-SUPERVISORY EMPLOYEES OF MILK PRODUCTS UNITS

Notes:
1. The contents of this form will be treated as strictly confidential.
2. The information given will be used only for academic purposes and will be tabulated in such a manner that it would not be possible to identify therein the facts pertaining to any particular individual.
3. Please tick-mark (✓) appropriate boxes. The numbers in the boxes are codified Please do not alter or overwrite.
4. Please answer every statement, else the entire form will be unusable.

(A) PERSONAL INFORMATION

Name. _________________________________

Employing organization ________________________________

Category Managerial / Supervisory / Non-supervisory.

1. Gender
   (1) Male   (2) Female

2. Education Level
   (1) Below SSC   (2) SSC
   (3) HSC   (4) Undergraduate
   (5) Technical/Commercial Diploma (6) Graduate
   (7) Double-Graduate   (8) Postgraduate
   (8) Doctorate.

3. Total Work Experience
   (in years)
   (1) Upto 5   (2) 5-10
   (3) 11-15   (4) 16-20
   (5) 21-25   (6) 26-30
   (7) 31-35   (8) Above 36.

4. Mother Tongue.
   (1) Marathi   (2) Hindi
   (3) Kannada   (4) Any other language
(B) ORGANIZATIONAL COMMUNICATION

Please rate each of the following statement according to your opinion about it. 5 means that you have the “Strongly Agree” opinion, while 1 means that you a “Strongly Disagree” opinion. You may use any number between ‘1’ and ‘5’ as shown in the 5-point scale below. There are no right or wrong answers, all we are interested in the number that best describes your opinion.

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<tr>
<th>Strongly Disagree</th>
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(I) Downward communication.

1. Prominent display of shift-timings. (1) (2) (3) (4) (5)
2. Siren / Bell / Gong to mark Start and End of shifts (1) (2) (3) (4) (5)
3. Information given about general practices, policies and objectives of the organization. (1) (2) (3) (4) (5)
4. Given clear instruction about job responsibilities and duties of employees. (1) (2) (3) (4) (5)
5. Fair practice of explaining the logic behind the decisions. (1) (2) (3) (4) (5)
6. Display of signs marking, “restricted areas.” (1) (2) (3) (4) (5)
7. Provision of wall clocks at prominent places in the organization. (1) (2) (3) (4) (5)
8. Provision for adequate number of notice boards. (1) (2) (3) (4) (5)
9. Display of safety rules and posters at prominent places. (1) (2) (3) (4) (5)
10. Prominent display of rules and regulations. (1) (2) (3) (4) (5)
11. Given clear idea about authority, issuing orders to employees. (1) (2) (3) (4) (5)
12. Display of information about organizational performance. (1) (2) (3) (4) (5)
13. Explicitness and completeness of internal notices, circulars, instructions, letters, memos etc. (1) (2) (3) (4) (5)
14. Explicitness and completeness of verbal orders. (1) (2) (3) (4) (5)
15. Clearly and properly conveyed the major changes in production policy, disciplinary rules etc. to employees. (1) (2) (3) (4) (5)
16. Feedback on the actions taken on the subordinates suggestions, opinions, complaints and grievances. (1) (2) (3) (4) (5)
17. Individual employee receives orders on the same subject from one superior only. (1) (2) (3) (4) (5)
18. Sometimes there is so much delay in communicating the orders, instructions. (1) (2) (3) (4) (5)
19. Appropriate methods of communication used. (1) (2) (3) (4) (5)
20. Sometimes superiors are given too much or too less information to employees. (1) (2) (3) (4) (5)
21. Sometimes superiors withhold information in order to keep employees dependent on them. (1) (2) (3) (4) (5)
22. Some superiors lay undue emphasis on written communication. (1) (2) (3) (4) (5)
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23 Superiors always ensure that, employees understood orders correctly.
24 Some superiors tend to issue technical worded orders.
25 Display of premises layout plan

(II) **UPWARD COMMUNICATION.**
26 Functioning of Suggestion box scheme.
27 Existed formal grievance redressal procedure.
28 Accessibility of executives to any subordinates at specified hours on specified days.
29 Existence of open-door-policy.
30 Management By Wondering Around (MBWA) Policy adopted.
31 Encouragement to employees to approach superiors with suggestions, opinions and complaints.
32 Feedback on work environment and welfare facilities.
33 Conducting casual events for subordinates and participating by superiors in casual events.
34 Conducting Employee Attitude Survey.
35 Opinions asked about existed policies, future change in organization.

(III) **LATERAL / DIAGNOAL COMMUNICATION.**
36 Functioning of Telephone intercom.
37 Existed system of Computer network
38 Error-free and prompt routing of internal documents, fax, mails to appropriate person.
39 Regular arrangement of lectures/ demonstrations for giving out general and specific information and policy decisions.
40 Conducting training sessions on teamwork.
41 Regular holding of inter-departmental meetings.
42 Availability of Department wise work manuals and handbooks.
43 Functioning of Quality Circle.
44 Functioning of Plant committees
45 Existed Internal-emergency communication system.
46 Functioning of ISO Committee.
47 Availability of opportunities to interact with any member of organization.
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(C) ORGANIZATIONAL COMMUNICATION PROCESS IN RELATION TO HUMAN RESOURCES.

(IV) INDUCTION AND TRAINING PROCESS.

48 Made acquainted with organizational culture, values and practices.

49 Competent instructors imparted induction training.

50 Mental preparation of new employees for their assigned job.

51 Development of sense of familiarity and security in the job.

52 Satisfaction of job related queries during induction training.

53 Provided detail information about training programmes.

54 Selection for training after carefully identifying the training needs of employees and organization.

55 Given clear idea of the objectives to be achieved after completion of training.

56 Special training programmes adequately attempt to bring out and develop leadership qualities of the employees.

57 Competent tutors and instructors imparted training.

58 Adequate opportunity to practice their newly acquired skills is given for employees returning from training.

59 Evaluation of training programmes regularly by asking feedback from participants.

60 Appropriate training techniques are used.

61 Given clear idea about the future opportunities there in after completion of the training.

62 Preparing the employees to handle more challenging tasks.

(V) PERFORMANCE APPRAISAL PROCESS.

63 Performance appraisal process is very systematic and well informed.

64 Superiors evaluate subordinates’ performance without prejudices/ biases or favouritism.

65 Superiors give due importance to the subordinates’ merit and intelligence while evaluating the performance.

66 Superiors duly recognize the special skill and talent of the subordinates, while evaluating the performance.

67 Cardinal atmosphere during post appraisal feedback.

68 Performance appraisal feedback encourages employees to strive for self-improvement.
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69 Performance appraisal feedback enables employees to know own training needs.
70 Helps in preparing for promotion opportunities through post appraisal feedback.
71 Encouragement to strive for non-monetary rewards.
72 Performance standard has been properly and clearly conveyed.
73 Superiors invite participation of employees in performance discussions.
74 Preparing employees for new roles and responsibilities.
75 Performance appraisal fosters bondage between employees and their managers.
76 Sharing success stories of other organizations, highlighting how good performance helps to all.
77 Availability of Coaching, counseling and mentoring programmes to improve.

(VI) CAREER DEVELOPMENT PROCESS
78 Superiors regularly gives out information about the career options in different Department/Divisions.
79 Superiors counsel the subordinates about the different careers options available individually.
80 Superiors encourage the subordinates to try the next promotions.
81 Superiors guide the subordinates in attaining individual career goals.
82 Superiors teach subordinates in bringing about perfection in individual work perfection.
83 Superiors teach subordinates how to seek satisfaction in their present job.
84 Superiors ensure that the subordinates are exposed to varied work situations.
85 Conducted workshops for guidance to attain career goal.
86 Superiors inculcate a sense of loyalty to the organization among subordinates.
87 Conducted Staff internship programmes.
88 Superiors encourage subordinates to strive for self-development.

(VII) TRADE UNION AND EMPLOYEE WELFARE PROCESS.
89 Mutual relations between the management and the trade union are very cordial.
90 Both the management and the trade union, has a conciliatory attitude while resolving the employees' workplace grievance.
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91 The trade union is always alert to the changing welfare needs and promptly conveys them to the management. (1) (2) (3) (4) (5)
92 Management seeks the trade union's participation in the formulation of policies regarding employees. (1) (2) (3) (4) (5)
93 The trade union's efforts are instrumental in maintaining salary levels and allowance. (1) (2) (3) (4) (5)
94 The trade union helps to obtain redressal of employees' workplace grievances. (1) (2) (3) (4) (5)
95 Benefit programmes are communicated to the employees. (1) (2) (3) (4) (5)
96 Guidance provided for effective use of available welfare facilities. (1) (2) (3) (4) (5)
97 Suggestions asked for any additional welfare facilities required for better performance. (1) (2) (3) (4) (5)
98 Expert counseling for job stress, tension, conflicts etc. (1) (2) (3) (4) (5)
99 Expert counseling for addiction-free lifestyle. (1) (2) (3) (4) (5)
100 Expert counseling for family problems. (1) (2) (3) (4) (5)
101 Expert guidance for occupational hazards. (1) (2) (3) (4) (5)
102 Conducted group activities for employees regularly. (1) (2) (3) (4) (5)
103 Availability of information given about the Insurance cover. (1) (2) (3) (4) (5)
104 Pre-defined wage policy existed. (1) (2) (3) (4) (5)
105 Encouragement for cultivation of personal artistic creativity. (1) (2) (3) (4) (5)
106 Promptness in providing clinical-hospital treatment for injuries in the organization. (1) (2) (3) (4) (5)
107 Evaluation of welfare facilities provided to employees by asking feedback from them. (1) (2) (3) (4) (5)
108 Treatment received from the superiors. (1) (2) (3) (4) (5)
109 Treatment received from colleagues. (1) (2) (3) (4) (5)
110 Pride in being an employee of this organization. (1) (2) (3) (4) (5)

Thank you....