1. Why workers work ?
   a) in general
   b) in this organization.

2. What do you think is workers' attitude towards work ?
   a) they work to their full capacity on their own
   b) they work to their full capacity only when asked for
   c) work only to the extent required when asked for
   d) they try to avoid work as far as possible

3. What is the trend of labour productivity in the organization.

4. (a) The level of Labour Productivity in the organization if so and so - Please a comment.
   Do you consider it is high or low
   - If low, what are the reasons ?

4.(b) With due respect to the contribution of your organization to the Nation, don't you think level of productivity is causing higher costs and inefficient utilisation of scarce national resources ?

5. If productivity (in the organization) is increasing, what are the contributing factors and what is their relative contribution ?

6. How you increase productivity ? What are the problems in the process ?

7. Do you think that increase in wages will lead to higher productivity ? What will be the proportion for such rise ?

8. Don't you think that increase in wages will eat up additional productivity ?

9. Don't you think that -
   "Economic benefits are becoming rights rather than rewards" or to put in other words,
   "Economic benefits are taken for granted. If these are not forthcoming, it causes discontent.

10. Does not it mean that economic benefits have seized to be motivating factors.

11. While increasing productivity, if emphasis is on technological improvements, do you get cooperation of workers ?

12. If increase in productivity is through technological improvements, how you justify in the National context of surplus labour.

13. Have you got incentive schemes in the organization.
14. Above what level you give incentives? Do they lead to increase in productivity?

15. At the time of improving technology how do you persuade workers/unions to accept the change as it is going to reduce their incentive incomes.

16. In case of limited demand how workers are protected against loss of incentive incomes?

17. During periodic collective bargaining settlement did you connect productivity improvements to increase in wages and other benefits. If yes, what was the relation? If No, Why?

18. What do you consider is union's role in labour management relations in increasing productivity?

19. Do you think, unions are a hindrance in increasing productivity?

20. Don't you think that the rise and strengthening of unionism is caused by Management negligence to labour care?

21. Which is the oldest machine being used in production process.

22. What are the considerations for changing machines?

23. "It is said that in India, old machinery and obsolete technology are used even though they are less productive" – comment.
Name of the Organization:
Department / Section
Education
Experience

On the job training (excluding apprentice)

How long he is in the city.

If he has any land

How frequently he goes to his village

Housing Provided by Company Own

1. Why individual is working a) in general
   b) in this organization

2. Would you like to change your job?

3. Do you sometime feel like not going to work? If so why?

4. Did you get any information regarding company products etc. when joined?

5. Did the supervisor introduce you to your fellow workers when you first came to the department?

6. Did you know what you were supposed to do and what is expected from you?

7. What sort of information would you like to get? Do you get it? If yes what is the source? a) Co-worker b) Union c) Supervisor/Management d) Other.

8. Are the working conditions satisfactory? (ventilation, light etc)

9. Whether happy with other facilities provided by company (Canteen, transport etc.)

10. Do you get any feed back for your work from supervisor?

11. Whether happy with the (Present) reward system (Salary, LTA, Promotion etc.)

12. Do you manage your work on your own?

13. Whether the supervisor gives a general outline of the work involved and leaves details up to you.

14. Whether the supervisor keeps a very close check?

15. Did you attend any course relating to productivity, work study etc.? If yes who were the organizers?

16. What do you understand by the term 'Productivity'?
17. Do you feel like increasing productivity? If not, why?
18. How can you increase productivity in your workplace? What stops you doing so?
19. Do you remain idle any time though you are willing to work? What are the reasons and frequency?
20. What are your suggestions for increasing productivity?
21. If you are asked to increase productivity how will you react? — If union asks for the same?
22. Whether you think of deliberately reducing pace of work? If so why?
23. How many times in a month you remain absent (on work) due to bad health?
24. Will you increase production if it is below standard? Why?
25. Would you like to have incentive plan in your organization? Why?
26. What type of incentive system would you like to have?
27. Whether the probation period was extended? Why?
28. Whether any force was used in getting higher production from you?
29. Suppose shift timing is to be reduced without affecting production and your salary. How many hours the shift should have?
30. How many friends you have in your department, company and outside the company.
31. If the individual works for money only will he stay at home, if the organization gives away equivalent money.

* * *
Name Of The Organization :

Department/Section :

Education : Age :

Experience :

1. How many workers are under your direct control ?
2. What do you think is your role in the Organization ?
3. Do you feel that you are a part of management ? Why ?
4. Are the decisions (taken by you) changed by higher authorities ? How frequently ? What do you think is the reason for change ?
5. What do you understand by the term productivity ?
6. Have you gone through any course related to productivity, work study etc. ?
7. What are the factors that cause higher productivity ?
8. How you increase productivity in your work-place ?
9. What is the procedure for implementing these ideas ? How many ideas you have generated in last one year ? How many of them were implemented ? Why the balance ideas were not implemented ?
10. How you get the additional manpower if required ?
11. How you decide the quantum of additional manpower required ?
12. When new employee joins, what you do ?
13. How frequently you talk to workers ? - individually and in groups ? What do you talk about ?
14. Why workers work ? (1) in general (2) in this organization
15. What do you think is workers attitude towards work ?
   (a) They work to their full capacity on their own
   (b) They work to their full capacity only when asked for
   (c) Work only to the extent, when asked for
   (d) They try to avoid work as far as possible
16. What are your major responsibilities as a Supervisor ?
17. Give Ranking for the following :
   (a) Enforces Rules
   (b) Arranges work, makes work assignments
(c) Supplies men with materials and tools
(d) Recommends promotions, transfers, pay increases
(e) Informs men on what is happening in company
(f) Keeps men posted on how well they are doing
(g) Nears complaints and grievances

18. Whether the help is on their own or at your request?
19. If there is change in production if you are absent?
20. Do you think that team spirit affects productivity? If yes, how develop team spirit?
21. Do you think, one needs training for being effective Supervisor? Why?
22. Did you undergo any type of training before undertaking Supervisor's job?
23. Having worked as a Supervisor, do you think any additional training will be helpful? If yes, in which areas?
24. How you manage to get cooperation from workers? To what extent you get it?
25. What you do in case you do not get cooperation from workers?
26. How many disciplinary actions you have taken so far and in last year? What was the outcome of such actions?
27. Are there instances when you wanted to take disciplinary action, but could not do so? What are the reasons?
28. Are you sure of getting support from Superiors?
29. How frequently you talk to your superiors about the grievances of workers? What is the time lag for resolving the grievance?

* * *
QUESTIONNAIRE FOR LABOUR UNION LEADERS

1) Name of the Company :

2) Why workers work ? :
   a) In General :
   b) In this organisation :

3) What type of information :
   about the organisation
   workers like to get ?
   Do they get it ? What is
   the source ?

4) Explain the term "Productivity" :

5) How can you raise productivity
   in your work place ?

6) What are the hindrances :
   in increasing productivity ?

7) Give some suggestions for :
   increasing productivity ?

8) If you ask workers to increase
   productivity, what is their
   reaction ?

9) Do you oppose technological :
   improvements ? Why ?

10) What is the role of Union :
    in labour management
    relations ?

11) When workers expect a wage-lift, :
    do they fulfil the expectation
    of the organisation about rise
    in production.