WORKERS PARTICIPATION IN MANAGEMENT:
A CASE STUDY OF ROURKELA STEEL PLANT

QUESTIONNAIRE FOR WORKERS (NON- EXECUTIVES ONLY)
(Confidential)

1. Name : .................................................................
2. Designation : .............................................................
3. Section/Department : ..................................................
4. Age : ........................................................................
5. Sex : ........................................................................
6. Marital Status : Married/Unmarried ,
   if married No. of children............................
7. Caste : General/ SC/ST/OBC
10. Mother Tongue : Oriya/Hindi/Bengali/Others
11. Type of Work : Semi-skilled/Skilled/ High skilled
12. Monthly Income (Net) : (a) Below Rs. 10,000 (LIG)
    (b) Rs.10,000-Rs.15,000/- (MIG)
    (c) Rs.15,000 and above (HIG)
14. Name of the districts belongs to:
15. No. of years served in RSP :
SECTION -I (PLEASE TICK THE APPROPRIATE ANSWER)

16. Do you like you job? : Yes/No
17. Are you happy with your immediate superior? : Yes/No
18. Do your co-workers co-operate with you? : Yes/No
19. Do you feel that you will be promoted, if you work sincerely? : Yes/No
20. Do your grievances easily entertained? : Yes/No
21. Are you free to approach your immediate superior in case of complaints? : Yes/No

SECTION -II

22. Are you a member of Union? : Yes/No
   If yes, Name of the Union
23. Have you hold any position in the Union? : Yes/No
   If yes mention the position you are holding in the Union
24. Is leadership of the Union from within or outside? : Within/Outside
   If the leadership is from outside, the reason is
   i. For well organization
   ii. For well bargaining power
   iii. Political Influence
   iv. Strong Leadership
25. Do you think your Union is affiliated to any political party? If yes then which party? : Yes/No
26. Are you familiar with labour laws? : Yes/No
27. What is your view about the top management of RSP. Reasons for your rating? : Fair/Very Fair/ Unfair/ Excellent
28. How would you like to rate the relationship between your Union and the top management? : Good/Better/Excellent/ Not good at all
SECTION-III (Please Tick the Appropriate Answer)

29. What do you understand by workers participation in Management? Does it mean:
   a. Workers share in profit and losses of the Industry : Yes/No
   b. Giving advice in the industry : Yes/No
   c. Sharing information with the management : Yes/No
   d. Sharing power with the management : Yes/No
   e. Formal consultation with the management : Yes/No
   f. Informal consultation with the management : Yes/No
   g. Sitting on the Board of Directors in the decision making process : Yes/No
   h. All the above : Yes/No
   i. Any other : ............... 

30. Are you aware of participative management in RSP? : Yes/No

31. Do you feel that you participate enough in the decisions Concerning your work
   a. I think I have enough participation
   b. I would wish to participate more
   c. There is no participation at all
   d. I would wish to participate more in decisions concerning the RSP in General
   e. Any other feeling

32. Do you think that generally workers participate sufficiently on matters relating to your Department?
   a. Yes, workers participate sufficiently
   b. No, there should be more participation
   c. There is no participation at all
33. Do you think workers should participate in the decision making of the RSP
   a. There should be participation as workers right
   b. There should be participation as a privilege
   c. There should be no participation

34. What do you think about the decision taken by management about workers?
   a. Always the right decision
   b. Not always the right decision
   c. Workers should be consulted before taking any decision
   d. Workers should be consulted before the implementation of all decision in RSP
   e. Any other view

35. Are you in favour of WPM in your unit? Yes/No

36. What would be your choice from the following two alternatives
   a. To work in RSP with participative management
   b. To work in RSP without participative management

37. Are these committees are existing in your project?
   i. Shop Council : Yes/No
   ii. Plant Joint Council : Yes/No
   iii. Works Committee : Yes/No
   iv. Welfare Committee : Yes/No
   v. Safety Committee : Yes/No
   vi. Canteen Management Committee : Yes/No
   vii. Grievance Committee : Yes/No
viii. Central Consultative Committee : Yes/No
ix. Any other, mention name of the committee : ..............

38. Are you a member of any of the above mention Committees given in a question No. 37, at any time? : Yes/No
If so mention the committee in which you have associated?

1. 4.
2. 5.
3 6.

39. If you were/not not a member of any of the above Mention Committees then would you like to be a member of any of the committees : Yes/No

40. Do regular meetings of the committees take place : Yes/No

41. Do you know the functions of these committees : Yes/No

42. Are these committees doing useful work? : Yes/No

43. Are you in favour of secret Ballot Election in the Committees : Yes/No

44. Are you satisfied with the function of these committees? : Yes/No
If No, then what improvements do you suggest?

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........................................
........................................

45. How do you receive the information about the Committees work?

a. Discussion with workers representatives
b. Circular, Notice etc.
c. Through meetings
d. All of these

46. Do you think that these committees are helpful in

i. Increasing production and productivity : Yes/No
ii. Reducing the cost : Yes/No
iii. Elimination of the waste : Yes/No
iv. Providing and working conditions : Yes/No
v. Reducing accidents : Yes/No
vi. Reducing absenteeism : Yes/No
vii. Improving communication : Yes/No
viii. Improving labour management relationship : Yes/No

47. In your opinion what level workers participations is necessary?

a. Plant level or Central level
b. Shop-floor level
c. Board level

48. In your opinion participation should be

a. Consultative
b. Decisive

49. After the introduction of the scheme of workers Participation in Management in RSP, do you think the situation has improved in general? : Yes/No
50. Would you like your Trade Union/Association to negotiate on your behalf about matters concerning your work or would you prefer Management to make the decision? (Tick as applicable)
   a. I would like the Trade Union/Association to negotiate on my behalf
   b. I would prefer to have management make the decisions unilaterally
   c. I would personally like to participate in making decisions that affect me and my work

51. Has the management in any way tried to get you interested in participative management? : Yes/No

52. Would you like to make decisions and then inform the management about it? : Yes/No

53. Would you like management to make decision and then ask you to implement them? : Yes/No

54. Would you be satisfied if the management makes all decisions and inform you merely for courtesy sake? : Yes/No

55. Would you like to make decisions within the framework of departmental rules but without any reference to management? : Yes/No

56. Would you like management to give you a free hand in Your job so long as you do not contravene management's objectives and policies? : Yes/No

57. Do you think that workers representatives should be made
   i. Through election
   ii. On the basis of seniority
58. Do you find any difference in WPM between Pre-liberalisation and post-liberalisation? : Yes/No

59. Do you feel that Liberalisation, Privatisation and Globalisation (LPG) have made the workers jobs more difficult? : Yes/No

60. Are you aware of Mass Contact Programme (MCP) in RSP : Yes/No

61. Do you think Mass Contact Programme (MCP) is an alternative to Workers Participation in Management (WPM) : Yes/No

62. Do you satisfied with the functioning of the Mass Contact Programme (MCP)? If yes then to what extent
   i. Little    ii. Average    iii. Excellent

63. Do you think Mass Contact Programme (MCP) has impact on
   i. Improving the attitudes and skill of the workers
   ii. Improving the productivity and communication
   iii. Reducing accident and wastage

64. Do you personally infavour of Privatisation of Rourkela Steel Plant (RSP) : Yes/No

65. Do you think, the representatives of the workers get adequate liberty to speak in the Joint Committees Meetings : Yes/No

(Sunil Kumar Padhi)
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ROURKELA STEEL PLANT

(Questionnaire for Executives only)

(CONFIDENTIAL)

1. Name : ..............................................................
2. Designation : ..............................................................
3. Age : ..............................................................
4. Highest Qualification : ..............................................................
5. Scale : E1 E2 E3 E4 E5 E6 E7 E8
6. No of years served in RSP : ..............................................................

QUESTIONS

(Put ☐ Mark Wherever You Feel Necessary)

1. Are you personally in favour of WPM: Y/N
2. In your opinion at what level WPM is necessary
   (a) Shop floor level  (b) Departmental level  (c) Plant level
   (d) Board of Directors level  (e) All of these
3. In your opinion, participation should be consultative / decisive?
4. Are you a member of any of the joint committees? If yes, which of the following:
   (a) Production  (b) Safety  (c) Grievance
   (d) Works  (e) Welfare  (f) Implementation
   (g) Any other mention ........................................
5. Do you thin WPM is effective in RSP? Y/N, if yes then to what extent?
   (a) Little  (b) Average  (c) Good
   (d) Very good  (e) Excellent
6. Do you think inter-Union rivalry of the Trade Unions affect meaningful participation? Y/N if yes then what extent:
   (a) Little  (b) Average  (c) Great Extent

7. Do you think the workers representatives are given adequate education and training to make the participation more effective? Y/N

8. Do you think participative forums have helped in
   a) Increasing production & productivity  Y/N
   b) Reducing cost  Y/N
   c) Elimination of waste  Y/N
   d) Reducing accidents  Y/N
   e) Reducing absenteeism  Y/N
   f) Improving Industrial Relations  Y/N
   g) Minimization of environmental pollution  Y/N
   h) Improving Communication  Y/N
   i) If yes then to what extent?
      (i) Little extent  (ii) Average  (iii) Satisfactory  
      (iv) Very Good  (v) Great extent.

9. Do you think modernization of RSP has reduced the demand for manpower? If yes, then to what extent
   (a) Small extent  (b) Average  (c) Great Extent
   (d) Not at all

10. Do you think, RSP needs further modernization to improve quality and to make it more competitive to face the competition from Private Players? Y/N

11. Do you think modernization has reduced the labour: output ratio? if yes, then to what extent?
    (a) Little  (b) Average  (c) Significantly
12. Will you favour WPM in strategic areas: Yes/No, if No why?
   (a) To monopolize       (b) To maintain secrecy
   (c) Lack of adequate knowledge of workers

13. Do you feel any impact on WPM after the Liberalisation, Privatisation & Globalization (LPG)? If yes, then to what extent
   (a) Little       (b) Average       (c) Significantly level
   (d) Great extent

14. What are the significant change in RSP w.r.t WPM after the LPG Policy?
   i. Change in attitudes of the workers Y/N
   ii. Improved skill of the workers & management to cater to the needs of challenging business environment Y/N
   iii. Technological upgradation Y/N
   iv. Increased awareness of the workers relating to effects of environmental pollution: Y/N
   v. Adaptabilities to changes Y/N

15. Do you think WPM through joint management committees is a better technique than Quality Circle (QC) to solve the problems? Y/N, if yes why?
   i. Participation with elected/nominated workers representatives
   ii. It avoids confusions, i.e., more clarity
   iii. Attention to group interests than individual
   iv. All of these

16. Do you think to make the WPM should be made more transparent in the context of LPG to make it more effective? Y/N

17. Do you think to make the WPM more effective, the workers representatives should be broad based one instead of belonging to recognized union only? Y/N
18. Do you think, the frequency of the meetings of the Joint Management Council should be more than existing one to expedite the process to resolve the problems? Y/N

19. Do you think, LPG has brought more challenges to both labourers & executives to give maximum results for survival of PSU like SAIL? Y/N

20. Will you personally favour privatisation of RSP? Y/N

21. Do you think participation is restricting the growth of Trade Unions in RSP? Y/N

22. Do you think WPM is more effective in Private Enterprise than PSU: Y/N if yes why?

(Sunil Kumar Padhi)