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 Gherao and Go-slow are justified to solve the problems of the workers ?
<table>
<thead>
<tr>
<th>Strikes</th>
<th>Gherao</th>
<th>Go-slow</th>
</tr>
</thead>
<tbody>
<tr>
<td>To great extent</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>To some extent</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Not at all</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>
10. What in your opinion, are the reasons for strikes and gherao and go-slow in your organisation ?
   (Please rank in order of importance upto fourth factor putting 1, 2, 3, 4)
<table>
<thead>
<tr>
<th>Economic factors</th>
<th>Strikes</th>
<th>Gherao</th>
<th>Go-slow</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<tr>
<td>Disciplinary measures</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Personnel Policies</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Union rivalry</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Recognition on Union</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Unsympathetic attitude of management.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>
11. What is the effect of strikes, gherao, go-slow on the workers of your unit? (please rank)

<table>
<thead>
<tr>
<th>Effect</th>
<th>Strikes</th>
<th>Gherao</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>
</tr>
<tr>
<td>3. Better working conditions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Loss of income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Loss of job</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Strained relationship with management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Rift among workers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Loss of leave</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Disruption of domestic life</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Approach</th>
<th>Problem solving</th>
<th>Sympathetic</th>
<th>Indifferent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Union</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Worker</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) Strike
(b) Gherao
(c) Go-slow

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

<table>
<thead>
<tr>
<th>Measure</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></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
<td></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?

<table>
<thead>
<tr>
<th>Committee</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Works Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Production Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Grievance Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Welfare Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e) Safety Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(f) Canteen Managing Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(g) Housing allotment Committee</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(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>Some what satisfied</th>
<th>Not at all satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Works Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Production Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Grievance Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Safety Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e) Welfare Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(f) Canteen Managing Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(g) Housing allotment Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Interest</th>
<th>Strongly satisfied</th>
<th>Undecided</th>
<th>Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Interest</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Strongly satisfied</th>
<th>Undecided</th>
<th>Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b) 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?

<table>
<thead>
<tr>
<th>Method</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Collective bargaining</td>
<td></td>
</tr>
<tr>
<td>(b) Conciliation</td>
<td></td>
</tr>
<tr>
<td>(c) Arbitration</td>
<td></td>
</tr>
<tr>
<td>(d) Adjudication</td>
<td></td>
</tr>
<tr>
<td>(e) Direct action</td>
<td></td>
</tr>
</tbody>
</table>
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
   _____ 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>
</table>
   (a) Most favourable | _____ | _____ |
   (b) Favourable | _____ | _____ |
   (c) Undecided | _____ | _____ |
   (d) Unfavourable | _____ | _____ |
   (e) Most unfavourable | _____ | _____ |

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?

   ____ Indifferent attitude of Management
   ____ Indifferent attitude of trade union
   ____ Multiple bargaining agents
   ____ Facility to resort to other methods
   ____ Any other

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

   Problem Cooperative Indifferent Solving

   Workers ______ ______ ______ ______
   Trade union leaders ______ ______ ______ ______

PART-VII (Workers' participation in management)

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

   ____ Yes   ____ No

   (b) Are you satisfied with their workings.
       (a) Greatly satisfied ______
       (b) somewhat satisfied ______
       (c) Not at all satisfied. ______

   (c) What is in your opinion on WPM if introduced effectively will result in -
       (a) Improved Industrial relation ______
       (b) Good relation ______
       (c) No change in relation ______

PART-VIII (Trade Union)

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

   (a) Lack of adequate membership ______
   (b) Free will of management ______
   (c) Legal restrictions ______
   (d) Political reasons ______
   (e) Any other (Please specify) ______

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

   ____ Yes   ____ 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 pounding 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?