APPENDICES
Dear sir,

I am a research scholar of Mahathma Gandhi University Kottayam under the faculty of commerce. My research centre is Bharatha Matha College Thrikkakkara. I am doing research on the topic of ‘conflicts in organizations and its impact on the efficiency and effectiveness in the public and private enterprises in Kerala in the light of liberalization, privatization and globalization’. Executives and employees of the selected public and private enterprises in Kerala are the respondents of this research study. I am in need of your help and co-operation in obtaining a set of filled questionnaires from you.

Please fill the set of questionnaire enclosed herewith in accordance with the directions appended and send it back to me at the earliest. I assure you that the details of you and your organization will be strictly kept confidential. It will be used only for the purpose of the research. Kindly make sure that you read all the questions carefully and answer it with utmost sincerity and involvement.

Thanking you,

Yours sincerely,

s/d
POULOSE P.A.
QUESTIONNAIRE ‘A’

PERSONAL DETAILS

1. Name : 
2. Age : 
3. Gender : 
4. Educational qualification : 
5. Marital status : 
6. Experience : 
7. Sector(public/private) : 
8. Category of the unit : 
9. Manufacturing/service : 
10. Whether transferred from Another organization : 
11. Annual income : 
12. No. of members in the family : 
13. Executive/ Employee(specify Whether junior/senior) : 
QUESTIONNAIRE ‘B’

POTENTIAL SOURCES OF CONFLICTS

Please write your order of preference against each of the following factors which you think is its rank as the potential source of conflicts

1. Goal diversity
2. Limited resources
3. Role ambiguity
4. Environmental stress
5. Contradictory value system
6. Attitudinal differences
7. Task interdependence
8. Impact of change
9. Organizational culture
10. Personality variables/traits
11. Individual frustration
12. Communication barriers
13. Role incompatibility
14. Structural factors
15. Others
QUESTIONS ‘C’

ATTITUDE AND CONFLICTS

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate.

1. I have clear opinion about the issues / objects /and events : ☐ ☐ ☐ ☐ ☐
2. Like or dislike depends on my feeling about it : ☐ ☐ ☐ ☐ ☐
3. My Like/dislike would result in my behaviour as such : ☐ ☐ ☐ ☐ ☐
4. I would judge on issues / objects /and events with the available information/ knowledge about it : ☐ ☐ ☐ ☐ ☐
5. My reaction would be positive /negative in accordance with the available knowledge : ☐ ☐ ☐ ☐ ☐
6. Available knowledge often leads to feelings about the object/event/issue : ☐ ☐ ☐ ☐ ☐
7. I would act upon an object/ event/issue in accordance with the factors of change that make me informed and emotionally involved : ☐ ☐ ☐ ☐ ☐
8. My action towards the object/event involves my intention : ☐ ☐ ☐ ☐ ☐
9. My thoughts and feelings make my actions and reactions Favourable/ unfavourable to others : ☐ ☐ ☐ ☐ ☐
10. Other individuals and groups in my organization experience The same that of mine regarding their reaction : ☐ ☐ ☐ ☐ ☐
11. With strong emotions my action often becomes uncontrollable and unreasonable : ☐ ☐ ☐ ☐ ☐
12. When my thought and knowledge are adequate, my action is reasonable and controllable : ☐ ☐ ☐ ☐ ☐
13. With inadequate thought and knowledge uncontrollable actions/reactions are generated

14. With limited feelings my action will be reasonable

15. Internal and external change factors change my feelings, thoughts and actions
QUESTIONNAIRE ‘D’

EMOTIONAL INTELLIGENCE

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate.

1. I can realise my own feelings and emotions: 

2. I can control my emotions: 

3. I can make myself adaptable to the situations: 

4. I can think on other peoples’ emotions and feelings: 

5. I can establish better relationships with others managing emotions of theirs and mine: 

6. Better relationships are possible when people know the feelings of others as well as theirs: 

7. Conflicts with others can be managed satisfactorily by managing one’s own feelings knowing the feelings of others: 

8. In low complexity task related conflicts I prefer to adhere to the group norms knowing the emotions of others: 

9. In high complexity task conflicts, the negativity of the conflict outcomes can be reduced by managing the emotions involved: 

10. Identifying and managing emotions will increase the positive outcome of conflicts:
QUESTIONNAIRE ‘E’

CONFLICT MANAGEMENT STYLE

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate

1. I always stick on to the solutions that I think right, in a conflict situation : □ □ □ □ □

2. I like to compromise for finding a solution : □ □ □ □ □

3. I like to share any information with others for Finding a solution : □ □ □ □ □

4. I like to avoid discussing problems with others : □ □ □ □ □

5. I prefer the opinion of others to mine : □ □ □ □ □

6. I like to find a solution considering the apprehensions of others : □ □ □ □ □

7. I always argue for compromises in finding a solution : □ □ □ □ □

8. I like to believe others in finding a solution to a conflict situation : □ □ □ □ □

9. I like to keep all the differences in opinion within myself : □ □ □ □ □

10. It is found to be most effective to collaborate with others for a solution in disagreements : □ □ □ □ □

11. When the disagreements are forcefully resolved no emotions are generated : □ □ □ □ □

12. Forceful resolution makes only temporary success : □ □ □ □ □
QUESTIONNAIRE ‘F’

TASK AND EMOTIONAL CONFLICTS

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate

1. Conflicts are unavoidable in organizations

2. I experience the conflicts on methods, procedures and ideas on task are good to the organization

3. I experience the conflicts due to unlimited emotions that are destructive to the organization

4. I experience the difference in ideas and methods in excess that creates destructive personal feelings

5. Conflicts due to emotions and issues are not good to organizations

6. Individual frustration leads to personal and group conflicts

7. Conflicts within an individual leads to interpersonal and group conflicts

8. Fundamentally attitudinal differences cause all types of conflicts in organizations

9. Secondary sources moderate all types of conflicts

10. Secondary sources influence emotional and knowledge factors causing conflicts

11. Both emotional and issue factors cause intergroup conflicts

12. Often personal clashes are the outcome of group conflicts due to emotions
13. Negative emotions in the group cause destructive conflicts

14. Sensible and rational procedures are followed to solve problems in conflicts

15. I feel that reasons are put before emotions in task conflicts

16. I experience conflicts on tasks and emotions that often leads to new ways of viewing the case

17. Often conflicts are characterized by strong feelings and a motivation for finding new solutions
QUESTIONNAIRE ‘G’

INTERRELATIONSHIP BETWEEN DIFFERENT CATEGORIES OF CONFLICTS

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate

1. I always feel that I have lost something
   : ☐ ☐ ☐ ☐ ☐

2. I am deprived of something that I rightfully deserve
   : ☐ ☐ ☐ ☐ ☐

3. In my organization I am dissatisfied with what I am really provided with
   : ☐ ☐ ☐ ☐ ☐

4. I feel I am supposed to deliver the duties of many roles.
   Simultaneously including my personal life
   : ☐ ☐ ☐ ☐ ☐

5. Some of my roles are contradictory to each other
   : ☐ ☐ ☐ ☐ ☐

6. I feel that the overlapping of various roles affects my performance in my organization
   : ☐ ☐ ☐ ☐ ☐

7. Often I could not do my duties properly due to the anxiety on the other roles that I have
   : ☐ ☐ ☐ ☐ ☐

8. I feel I have contradictory views from my co workers
   : ☐ ☐ ☐ ☐ ☐

9. I feel annoyed and disturbed with the intervention of my superiors
   : ☐ ☐ ☐ ☐ ☐

10. I feel I express my displeasure with my co workers
    : ☐ ☐ ☐ ☐ ☐

11. I feel I often have verbal and nonverbal classes with my peers and subordinates
    : ☐ ☐ ☐ ☐ ☐
12. My category has differences of opinion with

other categories in my organizations : ☐ ☐ ☐ ☐ ☐ ☐

13. We verbally manifest our differences with

other groups : ☐ ☐ ☐ ☐ ☐ ☐

14. Verbal and non-verbal manifestations of divergences

among different groups usually occur in my firm : ☐ ☐ ☐ ☐ ☐ ☐

15. I think the inner disturbances’ within a person often

cause interpersonal and group turbulences in my firm : ☐ ☐ : ☐ ☐ ☐ ☐

16. I feel interpersonal issues often ends in

i group clashes in organizations : ☐ ☐ ☐ ☐ ☐ ☐
QUESTIONNAIRE ‘H’

LPG AND CONFLICTS

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate

1. New economic reforms created conflicts in organizations

2. No tension and mental pressure is experienced during the post reform period

3. I am anxious and frustrated about my future in my organization

4. Post reform period has made the organizations critically vulnerable to market forces

5. Imbalance in the market conditions makes me tensed and frustrated

6. Organizations have recovered from the set backs experienced by the economic scenario in the post reform period.

7. The new revival from setbacks created an imbalanced mindset in the organizational context

8. Organisational growth is highly positive and dynamic during the post reform period

9. Positive driving force towards overall growth is created during the post reform period

10. The increased ability to address competition in the market during the post reform period made the organizations more growth oriented and efficient

11. The products and services of my firm are gaining quality Standards of local and world markets
QUESTIONNAIRE ‘I’
CONFLICTS AND EFFECTIVENESS

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate

1. My organization can achieve the desired results when we have different ideas and opinion regarding the methods:

2. We cannot achieve the desired results when we are emotionally felt and separated:

3. In my organization the decisions are taken timely and properly reckoning the concerned facts:

4. We can achieve the very purpose of our organization as it is planned:

5. Our customers are satisfied as far as our services and products are concerned:

6. We are allowed to propose and practice new methods whenever it is feasible in our duties:

7. We are able to adapt successfully to organizational and technical changes:

8. We can exchange ideas and opinion almost freely:

9. Competent and capable candidates are attracted and retained in my organization:

10. Individuals and groups are simultaneously and separately achieve their targets:

11. The work culture in our organization is conducive and of high quality.
12. I am eager to develop partnership and alliances with Others in my organization:

13. I am motivated to increase the profitability of my organization:

14. I am highly aware of my role in my organization to build image and branding as a part of goodwill creation:
QUESTIONNAIRE ‘J’

CONFLICTS AND EFFICIENCY

Each of the following statements have been provided with five options in the five point scale which denote ‘strongly agree’, ‘almost agree’, ‘sometimes agree’, ‘rarely agree’, and ‘not at all agree’ from left to right. Please tick on any one of the options in the corresponding box which you think appropriate.

1. My organization is capable of maintaining a fixed ratio between the outputs and inputs:

2. My firm achieves the previously planned results with the anticipated resources:

3. I think my firm rises upto the expectations of the shareholders and the concerned in terms of performance:

4. Steady increase in terms of input output ratio is achieved by my firm within a fixed period of time:

5. Desired financial profit is made by the firm with fixed amount of resources:

6. My organization has achieved the competent level of input output ratio enabling it to compete with others:

7. We assure a fixed level of performance:

8. Good financial performance is achieved by the firm:

9. My firm meets the requirements of the optimum level of performance for competing with other firms:

10. Performance level of the firm worsens with:
unwanted emotionality and separation among us: 

11 Performance level of the firm increases with

different constructive opinions, methods and ideas: 
APPENDIX 2
Table 1(a)

No. of disputes led to strikes and lockouts in the public and private sector enterprises in Kerala from 2003-04 to 2009-2010

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No. of disputes led to Strikes</td>
<td>22</td>
<td>14</td>
<td>7</td>
<td>8</td>
<td>7</td>
<td>27</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>(including pending previously)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>No. of disputes led to Lockouts</td>
<td>35</td>
<td>30</td>
<td>29</td>
<td>29</td>
<td>23</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>(including pending previously)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>57</td>
<td>44</td>
<td>36</td>
<td>37</td>
<td>30</td>
<td>42</td>
<td>41</td>
</tr>
</tbody>
</table>

Source: Office of the Labour Commissioner Thiruvanathapuram
### Table 2a

No. of workers affected due to strikes and lockouts in the public and private sectors enterprises in Kerala from 2003-04 to 2009-2010

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No. of workers affected due to strikes</td>
<td>47887</td>
<td>15202</td>
<td>446144</td>
<td>25926</td>
<td>697</td>
<td>69114</td>
<td>14108</td>
</tr>
<tr>
<td>2</td>
<td>No. of disputes led to Lockouts</td>
<td>8858</td>
<td>82175</td>
<td>7301</td>
<td>7910</td>
<td>6410</td>
<td>5150</td>
<td>25239</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>56745</strong></td>
<td><strong>97377</strong></td>
<td><strong>453445</strong></td>
<td><strong>33836</strong></td>
<td><strong>7107</strong></td>
<td><strong>74264</strong></td>
<td><strong>39347</strong></td>
</tr>
</tbody>
</table>

Table 3a

No. of mandays lost due to strikes and lockouts in the public and private sector enterprises in Kerala from 2003-04 to 2009-2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No. of man days lost due to strikes</td>
<td>93854</td>
<td>150134</td>
<td>3224163</td>
<td>172177</td>
<td>23192</td>
<td>413037</td>
<td>186897</td>
</tr>
<tr>
<td>2</td>
<td>No. of man days lost due to lockouts</td>
<td>1799224</td>
<td>1979708</td>
<td>1807511</td>
<td>1821036</td>
<td>1192022</td>
<td>833535</td>
<td>682891</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>1893078</td>
<td>2129842</td>
<td>5031674</td>
<td>1993213</td>
<td>1215214</td>
<td>1246572</td>
<td>869788</td>
</tr>
</tbody>
</table>

Source: Office of the Labour Commissioner, Thiruvananthapuram
Table 4a

No. of industrial disputes pending in the public and private sector enterprises in Kerala from 2003-04 to 2009-2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No. of industrial disputes pending at the end of the year (including pending previously)</td>
<td>2667</td>
<td>2658</td>
<td>2749</td>
<td>2904</td>
<td>2819</td>
<td>2770</td>
<td>2765</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>2667</td>
<td>2658</td>
<td>2749</td>
<td>2904</td>
<td>2819</td>
<td>2770</td>
<td>2765</td>
</tr>
</tbody>
</table>

Source: Office of the Labour Commissioner Thiruvanathapuram
### Table 5a

**Employment in the organized private and public sectors in Kerala from 2006 to 2010**
(revised as on 31st March)

(No. of persons)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Industry</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manufacturing</td>
<td>213661</td>
<td>244796</td>
<td>256095</td>
<td>263135</td>
<td>254682</td>
</tr>
<tr>
<td>2</td>
<td>Services and other industries</td>
<td>887869</td>
<td>133816</td>
<td>861322</td>
<td>868831</td>
<td>856694</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>1101530</td>
<td>1110980</td>
<td>1117417</td>
<td>1131966</td>
<td>1111376</td>
</tr>
</tbody>
</table>

Source: Economic review of Kerala 2011 (p.105.)
Table 6a

Employment in public sector in Kerala from 2000 to 2010 (in lakhs)

<table>
<thead>
<tr>
<th>Year</th>
<th>State govt.</th>
<th>Other (central, quasi, lsgi etc.)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>2.93</td>
<td>3.58</td>
<td>6.51</td>
</tr>
<tr>
<td>2001</td>
<td>2.94</td>
<td>3.51</td>
<td>6.45</td>
</tr>
<tr>
<td>2002</td>
<td>2.89</td>
<td>3.49</td>
<td>6.38</td>
</tr>
<tr>
<td>2003</td>
<td>2.72</td>
<td>3.47</td>
<td>6.19</td>
</tr>
<tr>
<td>2004</td>
<td>2.80</td>
<td>3.35</td>
<td>6.15</td>
</tr>
<tr>
<td>2005</td>
<td>2.78</td>
<td>3.31</td>
<td>6.09</td>
</tr>
<tr>
<td>2006</td>
<td>2.77</td>
<td>3.3</td>
<td>6.07</td>
</tr>
<tr>
<td>2007</td>
<td>2.78</td>
<td>3.32</td>
<td>6.10</td>
</tr>
<tr>
<td>2008</td>
<td>2.66</td>
<td>3.41</td>
<td>6.07</td>
</tr>
<tr>
<td>2009</td>
<td>2.68</td>
<td>3.49</td>
<td>6.17</td>
</tr>
<tr>
<td>2010</td>
<td>2.64</td>
<td>3.44</td>
<td>6.08</td>
</tr>
</tbody>
</table>

Source: Economic Review of Kerala 2010
### Table 7a
States /U.Ts with higher suicide rate from 2008 to 2010 (per one lakh)

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sikkim</td>
<td>48.2</td>
<td></td>
<td>Sikkim</td>
</tr>
<tr>
<td>Puduchery</td>
<td>46.9</td>
<td>Sikkim</td>
<td>39.9</td>
</tr>
<tr>
<td>A&amp;N Islands</td>
<td>34.5</td>
<td>A&amp;N Islands</td>
<td>31.0</td>
</tr>
<tr>
<td>Kerala</td>
<td>25.0</td>
<td>Kerala</td>
<td>25.3</td>
</tr>
<tr>
<td>D&amp;N Haveli</td>
<td>22.6</td>
<td>Chattisgarh</td>
<td>24.4</td>
</tr>
<tr>
<td>National Rate</td>
<td>10.8</td>
<td>National Rate</td>
<td>10.9</td>
</tr>
</tbody>
</table>

Figure 1a

Highest rate of suicides in India during the year 2010 (in one lakh population)
Figure 2a

No. of man days lost due to strikes and lockouts in the public and private sector in Kerala during 2000-01 to 2009-10

No. of mandays lost due to strikes and lockouts in public and private sectors in Kerala (2004-10)

- 2009-10: 68,289
- 2008-09: 79,658
- 2007-08: 119,202
- 2006-07: 182,103
- 2005-06: 180,751
- 2004-05: 1,979,708
- 2003-04: 1,799,224

Legend:
- Green: due to lockouts
- Blue: due to strikes