APPENDICES

APPENDIX 1: PROFILE OF ORGANISATIONS

During this study sixteen organisations located in Bangalore were surveyed in two phases of fieldwork. The organisations are categorised in terms of the nature of organisations: the public sector, the private sector and multinational corporations.

I Public Sector Organisations:

1. Karnataka Soaps and Detergents Limited (KS&DL) (Production of Soaps and Detergents)
2. Zuari Industries (Production of Fertilisers)
3. Mangalore Chemicals and Fertilisers (Mangala) (Production of Fertilisers)
4. State Bank of Mysore (SBM) (Finance)
5. Karnataka State Co-operative Apex Bank Limited (Apex Bank) (Finance)
6. Karnataka State Co-operative Consumers Federation (Janata Bazaar) (Commercial)
7. Centre for Development of Advanced Computing (CDAC) (Software)

II Private Sector Organisations:

8. Chaitanya Hi-Tech Engineering Company Private Limited (Production of Mechanical Parts)
9. Nilgiris Dairy Farm Limited (Nilgiris Supermarket) (Commercial)
10. Veerashaiva Co-operative Society (Kalyan Super Bazaar) (Commercial)
11. SLN Technologies (Software)

III Multi National Corporations

12. GERB Vibration and Noise Isolation Systems (GERB) (Production of Vibration and Noise Isolation Systems)

13. Nagel Special Machines Private Limited (Nagel) (Production of Machinery)

14. Standard Chartered Bank (Stanchart) (Finance)

15. Lucent Technologies (Software)

16. Cypress Semi-Conductor Technology India Private Limited (Cypress) (Software)

In terms of the type of activity engaged in, the above organisations were categorised into production, finance, commerce and software organisations.

A brief profile on each of the organisations is as follows:

Karnataka Soaps and Detergents Limited (KS&DL)

History and Ownership: KS&DL was established in 1955. It has around 900 employees.

Organisation Structure: The organisation based on hierarchical structure has vacancy based/time bound advancement systems - typically first promotion after seven years, second promotion after 5 years, etc. Performance appraisal is done during the probation and promotion, by immediate supervisor and the head of the department takes the decision.
Facilities: There is an agency conducting training programmes at all levels throughout the year. The employees enjoy benefits like HRA, CCA, WA, Festival advance, Education Advance, Medical Reimbursement, etc. and can also avail other benefits like ESI, PF, pension, gratuity and maternity leave. There is an annual bonus that is based on the Bonus Act. A subsidised common canteen in the campus serves the employees. The organisation had a policy of providing jobs on compensatory basis, however this facility was withdrawn from 1984. Employees also have the facility to take cash loans for various reasons through the KS&DL Employees’ Co-operative Society. The Central Board of Workers Education extends educational facilities for employees. There is a death relief fund facility from the company handled by the welfare officer. There exist facilities for non-work related activities and these get coordinated through various committees like cultural committee, drama group, sports committee, etc. From a safety perspective a first aid room with visiting medical officer and an ambulance is available in the campus.

Work Climate: In 1983, KS&DL went through a bad phase, as multi-union rivalry led to a 56-day lockout. The company had become a sick unit and adopted a rehabilitation package; it has been making profits for the last 4 years. The organisation currently has four registered unions and there is a cordial relationship between the unions and the management. The company recently reduced its salary burden by introducing Voluntary Retirement Scheme for its long-term employees, and there are no new recruitments in the past ten years. The organisation has a custom of celebrating a variety of events and celebrates functions like Ganesha festival, Rajyotsava, Ambedkar Jayanti, etc.
Present Scenario: KS&DL holds the privilege of being the first public sector organisation to get ISO 9002 certificate and ISO 14001 certificates for being eco-friendly by adopting many economy measures like use of rainwater and solar energy to improve profitability.

Zuari Industries

History and Ownership: Zuari was established in 1971, the production unit is in Goa, while marketing units are in Karnataka, Andhra Pradesh and Maharashtra. The fertilizer production began in 1976. Total number of employees including the casual labourers is about 1200.

Organisation Structure: The marketing division that was surveyed follows a flat structure with 22 employees. It was mentioned during discussions that the factory set-up in Goa follows a more hierarchical structure. Self-appraisal of performance is done every year. Recruitment is done in the marketing division through campus interviews. Promotions are time bound; the management people get promotions once in three years, while the non-management people get promotions once in five years.

Facilities: The company follows the government rules for leave benefits, Bonus Act, etc. Canteen expenses are reimbursed. Training programmes are held both for management and non-management people once in two years.

Work Climate: There are two unions of which one is active. Cordial relationships prevail between the management and the unions. The employees enjoy fixed working hours. There is no uniform dress code for managers and regular workers. However a uniform
dress code is followed for people in the peons and driver cadres. Family picnics are organised once a year. Some celebrations and recreational activities are held in the organisation every year.

Present Scenario: The office set-up was automated about five to six years back and there is a movement towards improvement through various measures like free import of fertilisers, technology and so on in the organisation.

Mangalore Chemicals and Fertilizers Limited (Mangala)

History and Ownership: Mangala was established in Mangalore in 1966 and the corporate office at Bangalore began in 1972. Initially it was a joint sector company, but in 1990 it was taken over by the UB group. There are about 890 permanent employees. There are eight marketing branches and area offices in various parts of India.

Organisation Structure: A hierarchical structure prevails in the organisation. The relationship between the superiors and the subordinates is relatively formal, while between the colleagues it is found to be informal. Performance appraisal system is of two types: by self at top levels and by others at workmen level, done annually. Vacancy based promotion system prevails, there is a promotion policy for workmen, while promotions at officers level is based on performance.

Facilities: The employees enjoy all statutory benefits like Loans, Welfare Schemes (Education, Health, Accident), Pension, etc. The employees can avail three types of leave facility, namely, earned leave, sick leave and casual leave. There are production incentive
schemes (monthly) and annual production and dispatching schemes in the organisation. There is canteen facility, first aid centre, quarters, and training centre at the factory premises in Mangalore.

Work Climate: There are three unions affiliated to different parties. The relationship between the management and the unions is cordial in the organisation. Uniforms are provided for all levels.

Present Scenario: Modernisation of the office set up, computerisation, implementing Enterprise Resource Planning (ERP), extended working hours and such other changes are introduced to be with the trend in order to improve productivity and profitability by speeding up work and maximising utilisation of manpower.

State Bank of Mysore

History and Ownership: State Bank of Mysore was established in the year 1913 as Bank of Mysore Ltd. under the patronage of the erstwhile Government of Mysore. In March 1960, the Bank became an Associate of State Bank of India. The Bank has a widespread network of 612 branches and 21-extension counters spread all over India offering a wide range of services to the customers. The Bank has a workforce of 9769 employees consisting of 2379 supervisory staff, 7390 non-supervisory staff.

Organisation Structure: State Bank of Mysore has a hierarchical organisation structure and the promotions are time bound, based on experience. The work environment is fairly
formal and hierarchical between superiors and subordinates, while among colleagues it is fairly informal. Performance appraisal is done by others periodically.

Facilities: State Bank of Mysore being a nationalised bank follows all government stipulated compensation and benefit guidelines. Home loan and other subsidised loan facilities are available for employees based on their level in the organisation. Among all the branches covered, there is no canteen facility and the employees are expected to arrange for their own food.

Work Climate: There are multiple workers’ unions present. However the relationship between the management and the unions was explained to be cordial. Towards reduction of the excess staff Voluntary Retirement Scheme was offered to senior employees and there are no new recruitments done in the recent past.

Present Scenario: With the advent of new age private and multinational banks leading to immense competition, there is a fair amount of urgency seen in the bank to improve productivity and profitability. There is also increased automation through use of computers, extended and non-traditional working hours are being enforced (like working on holidays and Sundays, Any Time Money facility). Overall it is a positive situation where the bank is attempting to move from it’s relaxed work approach to a more profitable and customer oriented work mode.
Karnataka State Co-operative Apex Bank Limited (Apex Bank)

History and Ownership: Apex Bank is a scheduled bank and was established in 1915 and currently there are 470 employees.

Organisation Structure: The organisation follows a hierarchical structure. There exists a more formal relationship between the superiors and subordinates, while the relationship among the colleagues is more informal. Promotions are based on seniority.

Facilities: The employees have LTC facility and the leave facility is as per government rules. Loans for different purposes are available (Vehicle, Housing, Festival, Consumer durables) and medical reimbursement is possible.

Work Climate: There is one workers union and its relationship with the management is very cordial. There is an officers’ association. Meetings are held monthly. The relationship between the superiors and the subordinates is good. The sub-staff wear uniform. Training is held once in three months and at all levels every employee gets an opportunity twice a year.

Present Scenario: The office is shifted to a new building to suit the present requirements. Other changes introduced in the organisation are: computerisation, diversification of loans, removal of restrictions, reduction of rate of interest, repayment schedule, extended cash hours and so on.
Karnataka State Co-operative Consumers Federation (Janata Bazaar)

History and Ownership: Janata Bazaar was started in 1963, as an autonomous body under the Co-operation Department in Government of Karnataka.

Organisation Structure: It is a hierarchical organisation with both formal and informal relationships existing among the employees.

Facilities: Leave and other facilities are according to the government rules and regulations.

Work Climate: The Bazaar works for 8 hours a day. Training programmes are held twice or thrice in a year for all levels. Department audit is done yearly. The Voluntary Retirement Scheme has been introduced to remove surplus labour. There is no scientific appraisal system existing in the organisation. Uniforms are for drivers and peons only.

Present Scenario: There is some flexibility in law along with some administrative reforms; comparatively the institution enjoys liberty.

Centre For Development of Advanced Computing (CDAC)

History and Ownership: CDAC was established in 1989, with its head office in Pune. There are 158 employees in the Bangalore office. The company is under the Ministry of Information and Communication Technology, and is an autonomous body under the Government of India.
Organisation Structure: This is a flat organisation with protocol. The administration and service employees work for fixed time, while it is flexi-time for technical people. Performance appraisal is done both by self and by others. A Minimum Residency Period (MRP) criterion is followed for promotion along with reviews.

Facilities: CDAC Cultural Club (CCC) is active in the organisation. Salary and other benefits are according to Government Pay Commission. It is a flat organisation with latest technology and people are retained because of work culture. ‘CDAC Connect’ is a quarterly magazine, which gives information about members and it covers formal and informal happenings. There is a library maintained in the organisation and a subsidised canteen on the campus.

Work Climate: Annual Day, Family Day, Sports Day and other cultural activities are held in the organisation. There is a good co-ordination between employers and employees. It is nine hours of work per day for flexi-time workers. Flexi cards capture the timings of the employee in a working day. A very planned training calendar is followed, while twice a year performance counselling is done in the organisation.

Present Scenario: The office has shifted to a new building to suit the present requirements.

Chaitanya Hi-Tech Engineering Company Private Limited (Chaitanya)

History and Ownership: Chaitanya was established in 1996. It is a conventional organisation with 110 employees.
Organisation Structure: It has a hierarchical structure. The relationship among colleagues is more informal as compared to the relationship between the superiors and the subordinates. Promotion is based on one’s performance.

Facilities: The employees have ESI, PF, HRA, CCA, Health and Loan benefits. Yearly bonus is given to the employees. They can avail casual leave and earned leave. National festivals and some regional festivals are celebrated in the organisation. A picnic is arranged on every May Day.

Work Climate: The communication between superiors and subordinates is good. Employees indirectly participate in the management and practices are transparent. Every suggestion from any employee is a welcome. Monthly graphs indicate the operator’s performance.

Present Scenario: To upgrade the organisation computerisation, expansion of machinery and other necessary changes are introduced.

**Nilgiris Dairy Farm Limited (Nilgiris)**

History and Ownership: Nilgiris was established in 1905 in Koonoor and in 1970 in Bangalore. There are 2 branches in Bangalore. Nilgiris runs multiple super markets across South India. It has grown into a reputed organisation with an annual turn over of about Rs. 100 crores, mainly dealing with food items. Their diversified operations include Dairy, Bakery, Supermarkets, Cake Shop, Cafe, Nilgiris Nest (Lodging), and Franchise Supermarket outlets. Nilgiri's Supermarket at Bangalore was the first of its kind to be
established in the country in 1971. They have similar supermarket at Chennai, Coimbatore and Erode.

Organisation Structure: Nilgiris Super Market has a hierarchical structure. The relationship between the superiors and subordinates is very formal while the relationship among the colleagues is very informal. Experience and service are the criteria for promotion.

Facilities: Incentives are given only to employees belonging to sales section. There is a rest room wherein the sales girls relax during the break of two hours in their work schedule.

Work Climate: Nilgiris is well known for quality, right price and convenience, thus ensuring customer satisfaction. Performance appraisal is done once in a year, by self at senior levels and by others at assistant levels. Up to supervisor level training programmes are held on a regular basis. There are specialised training cells in the organisation.

Present Scenario: These Supermarkets constitute the bulk of their activities, which are known for convenient shopping. Apart from their own directly controlled business activities, they are encouraging Franchise Supermarket outlets as part of their plans for massive expansion across the country, by offering their expertise in planning and organising the Franchise operations. The company has received many awards from various organisations for excellence in Retailing, Leadership, Innovation & Commitment to values in Enterprise.
Veerashaiva Co-operative Society (VCS)

History and Ownership: VCS was established in 1943 and currently there are around 80 employees in 11 branches spread all over Bangalore. The supermarket works under the trade name Kalyan Super Bazaar. The entire functioning is according to the Co-operative Act.

Organisation Structure: The organisation follows a hierarchical structure. There is a formal relationship between the superiors and the subordinates, while informal relationships prevail among the colleagues.

Facilities: The employees have PF, ESI and HRA facilities.

Work Climate: There is a cordial relationship among the superiors and the subordinates in the organisation. There is a mutual understanding among the colleagues working in the organisation.

Present Scenario: The set up of the super markets is modernised and they work on the first Sunday of every month to facilitate shopping and to suit the changing needs of the customers.

SLN Technologies Private Limited

History and Ownership: Established in 1995 by two people, now there are nearly 50 employees. The organisation deals with software, hardware and research and development.
Organisation Structure: Formal relations prevail between the superiors and the subordinates, while relatively informal relations are found at higher levels. The relationship among the colleagues is very informal. Management Review Meeting (MRM) is held every month. Performance appraisal is done by the immediate superior. Promotion is based on performance appraisals.

Facilities: Employees enjoy benefits of PF, Medical, Accident, Insurance and Leave.

Work Climate: The organisation works for 8 hours a day. Fixed timings are for service staff and administration, while technical staff follows flexi-timing. Training programmes are held almost every month for all levels. The organisation has flexibility and is open to experiment in order to find better ways of working. Expansion of office is part of major changes taking place in the organisation. Significant changes are adopted once in six months and problems are addressed immediately. Changes are implemented often, as the group is small.

Present Scenario: The organisation is trying to introduce Management Information System (MIS).

GERB Vibration and Noise Isolation Systems (GERB)

History and Ownership: GERB was established in 1992. It is a joint venture with a German organisation. Both the factory and the head office are located in Bangalore. It produces vibration and noise isolation systems. This covers the elastic support of machines, other equipment, and buildings as well as track beds of subways and railways.
They also deal with the damping of structures like bridges, stacks, buildings, stadiums and monuments with so called Tuned Mass Dampers (TMD). GERB provides design, engineering, research and development, hardware and installation. Altogether there are 35 employees in the organisation of which all are men.

Organisation Structure: Is a flat organisation with fewer levels. Both formal and informal relationships exist in the organisation. Communication in the organisation is mainly through corporate intranet (e-mail) and sometimes written and oral means are used. The executives participate in the management decision-making process. Superiors do performance appraisal informally. Promotion is based on merit.

Facilities: The employees can avail casual leave, sick leave and privileged leave. Bonus, PF and Gratuity are given according to the Factories Act. The employees can take loans (Vehicle, Housing and Personal). Med claim policies, Master Health Check-up are part of benefit schemes.

Work Climate: There are no unions in the organisation. All wear uniforms excepting two or three top officials in the organisation. The workshop follows strict timings, whereas office timings are flexible. In the shop floor the superiors mark in register, while the workers use punching card.

Present Scenario: Employees are sent outside for training whenever good programmes come up.
Nagel Special Machines Private Limited (Nagel)

History and Ownership: Nagel was established in 1992 and is a joint venture with a German organisation. GERB and Nagel are sister concerns. There are 28 employees. The organisation produces machinery used mainly in automobile industries.

Organisation Structure: It is a flat organisation with fewer levels and the processes are transparent. There is active participation of employees in management. Oral communication is used internally. Superiors do performance appraisal informally. Promotion is based on merit.

Facilities: The employees can avail casual leave, sick leave and privilege leave. Bonus is given as ex gratia. The benefits provided to employees are provident fund, employees’ state insurance, group gratuity, accident policy, med claim policy, etc.

Work Climate: Shop floor has fixed working hours, while the engineers and staff follow flexi-time. Except the director all employees wear uniform. The relationship between the superiors and the subordinates is formal.

Present Scenario: Employees are sent outside for training whenever good programmes come up.

Standard Chartered Bank (Stanchart)

History and Ownership: Stanchart was globally set up in 1853. In India it was set up in 1858. The head quarters is in London. For the Indian operations Mumbai acts as the head office. There are 3500 employees from 60 branches spread all over India. The activities
are: Corporate Banking, Consumer Banking, Treasury Operations, Asset management (Mutual Fund activities) and Asset Finance.

Organisation Structure: Reasonably a flat organisation. Performance appraisal is done annually both by self and by superiors. Promotions are merit-based.

Facilities: Benefits given to the employees are housing, access to soft loans (performance based), credit card at a nominal fee, soft loan for vehicle, professional development allowance, medical, LTA, etc.

Work Climate: The five core values across the globe are: Courage, Trustworthy, Integrity, International, and Responsive. Mostly employees follow fixed timings. Staff cadre employees follow muster system as overtime work prevails. Internal communication is through e-mail, hotline (phone). The relations are quite informal and use of first name is common. The organisation follows a training calendar.

Present Scenario: Changing situation has brought change in attitudes; resulting in transparent processes, focus on integrity and so on.

Cypress Semi-Conductor Technology India Private Limited (Cypress)

History and Ownership: The organisation was established in 1995 and the production unit is in the United States. There are 130 employees in this flat organisation. The open forum conducts meetings quarterly, while the round table meetings are held twice a year discussing health of the company, new products, profits and so on.
Organisation Structure: Relatively a flat organisation with both formal and informal relationships in the organisation. Training programmes are held once in three months. Performance appraisal system is two-way, and is done every quarter. Open forum meetings are held every quarter.

Facilities: The employees enjoy benefits of provident fund, leave, insurance, medical, loans and so on. Periodicals to increase technical knowledge are brought out by the organisation.

Work Climate: The statement of purpose: Cypress is Smart, Tough people who work hard, Thrive on Competition, Demand Victory and Will not tolerate Defeat. We Invent, Make and Sell the World’s best Semi-Conductor products.

Present Scenario: Planning to bring out periodicals on Human Resource (HR).

**Lucent Technologies**

History and Ownership: Lucent Technologies Inc. is a designer, developer and manufacturer of communications systems, software and products. Lucent is engaged in the sale of public and private communications systems, supplying systems and software to most of the world's largest communications network operators and service providers. Lucent is also engaged in the sale of micro-electronic components for communications applications to manufacturers of communications systems and computers. Lucent's research and development activities are conducted through Bell Laboratories, a leading
industrial research and development organisation to which inventions like the transistor, the dial tone, the cell phone, the laser, the communications satellite etc are credited.

In India, Lucent is active in fields like Global Commercial Markets, Service Provider Networks, Inter Networking Systems, Micro-electronics, Optical Fiber Solutions and Switching Solutions. It has 3 major joint ventures: Tata Lucent Technologies Ltd, Lucent Technologies Finolex Ltd and Tata Telecom Lucent Technologies. Lucent employs approximately 1300 employees in India (including joint venture employees) and has offices in Bangalore, New Delhi and Pune.

Organisation Structure: It has a flat structure with fewer levels. Both formal and informal relationships exist in the organisation.

Facilities: The employees enjoy benefits of leave, loans, insurance and medical policies, provident fund and so on.

Work Climate: The employees enjoy flexible timings. The relationship among the employees is good. The superiors and the subordinates interact formally but the work processes happen in a transparent manner.

Present Scenario: Consultants are invited to train people and the employees are also sent outside for training.
APPENDIX 2: QUESTIONNAIRE

1) Age (please specify in completed years):

2) Sex: 1. Female ( ) 2. Male ( )

3) Current marital status:
   1. Never married ( )
   2. Married ( )
   3. Widow/Widower ( )
   4. Divorced ( )

4) Type of family you are now living in: 1. Non-joint ( ) 2. Joint ( )

5) Size of the family (including self):

6) Religion:
   1. Christian ( )
   2. Hindu ( )
   3. Muslim ( )
   4. Others ( )

7) Caste:

8) Mother tongue:

9) In your perception to which socio-economic class do you belong?
   1. Upper class ( )
   2. Upper middle class ( )
   3. Middle class ( )
   4. Lower middle class ( )
   5. Lower class ( )

10) How do you spend your leisure time? (Please tick as many applicable)
   1. Reading ( )
   2. Watching T.V. ( )
   3. Surfing the net ( )
   4. Walking ( )
   5. Outing ( )
   6. Doing social service ( )
   7. Joining some course ( )
   8. Socialising ( )
   9. Sports and other hobbies ( )
   10. Doing overtime at work place/organisations/associations ( )
   11. Others (specify) ( )
11) Please give the details below:

<table>
<thead>
<tr>
<th>Parents</th>
<th>Education</th>
<th>Occupation (if retired last job held)</th>
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<tbody>
<tr>
<td>Mother</td>
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<td>Father</td>
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12) Please give the details of your education (as of now):

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<th>Qualification</th>
<th>Government</th>
<th>Private</th>
<th>Missionary</th>
<th>Town</th>
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<td>1. High school</td>
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13) Please give details of jobs you have held for more than six months:

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<th>Jobs</th>
<th>Designation</th>
<th>Organisation</th>
<th>Duration (in years and months)</th>
<th>Number of promotions received</th>
<th>Reason for change of job</th>
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<tr>
<td>Current</td>
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14) Why did you take up this job? (Please tick as many applicable)
   1. Grave necessity to take up a job ( )
   2. Could not get any other job ( )
   3. Compulsion from parents/friends/relatives ( )
   4. Was educated/trained in the same line ( )
   5. Ambition to take up such a job ( )
   6. Better salary and other facilities ( )
   7. Location of the work place (nearer home or in same city) ( )
   8. Any other (please specify) ( )

15) What is the nature of your job? (For example, a teacher teaches in a school)
16) Do you have fixed working hours or flexible working hours?
   1. Fixed ( )  2. Flexible ( )

   If fixed working hours, kindly mention your working hours?
   From ........... to ..........., with ............ minutes lunch break

   Do you prefer fixed working hours or flexible working hours?
   1. Fixed ( )  2. Flexible ( )

17) What is the approximate distance between your home and your workplace?
   About.................kilometers.

18) Who has influenced your attitude to life most?

19) Who has influenced your idea of work and attitude towards work most?

20) What is your understanding of work culture?

21) Are you satisfied with your present job?  1. Yes ( )  2. No ( )

   If 'yes', what aspects of your job give you satisfaction? (tick as many applicable)
   1. Salary ( )
   2. Work atmosphere ( )
   3. Status and power ( )
   4. Convenient working hours ( )
   5. Job security, pension and other benefits ( )
   6. Nature of work ( )
   7. Any other (specify) ( )

   If 'no', please specify the reasons for being dissatisfied with your job

22) Are you willing to do work other than what is assigned to you?

   Always  Sometimes  Never
   1. With compensation ( ) ( ) ( )
   2. Without compensation ( ) ( ) ( )
23) In your opinion how essential are the following characteristics on the part of employees?

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Very essential</th>
<th>Somewhat essential</th>
<th>Not essential</th>
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</thead>
<tbody>
<tr>
<td>1. Obedience</td>
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<td>2. Loyalty</td>
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<td>3. Honesty</td>
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<td>4. Regularity</td>
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<td>5. Commitment</td>
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24) Does the work atmosphere of your organisation motivate you to work more/better?

1. Yes ( ) 2. No ( ) 3. Sometimes ( )

If 'yes', what aspects of the work atmosphere motivate you?

If 'no', please give reasons

25) Do you get upset if you do not achieve the targets?

<table>
<thead>
<tr>
<th></th>
<th>Very much upset</th>
<th>Somewhat upset</th>
<th>Not upset</th>
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<tbody>
<tr>
<td>1. Targets set by others</td>
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<td>2. Targets set by yourself</td>
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</tbody>
</table>

26) Do you leave any of your casual leave unused by the end of the year?

1. Almost every year ( ) 2. Some years ( ) 3. Never ( )

27) Please list the three most important criteria for promotion in your organisation according to you:

1. 
2. 
3. 

28) Which type of incentive schemes do you prefer in your organisation?

1. Group incentive schemes ( )
2. Individual incentive schemes ( )
3. Both ( )

(Please specify the reasons for your choice)
29) By following the rules/regulations of the organisation do you feel pressurised?  
1. Yes ( )  2. No ( )  3. Sometimes ( )

30) Do you take active part in the social activities (like parties, get togethers, annual day and other celebrations) of the organisation? 
1. Yes, I always do ( )
2. Yes, I sometimes do ( )
3. No ( )

If 'no', please give reasons

31) How do you address your superiors?

<table>
<thead>
<tr>
<th></th>
<th>In the organisation setting</th>
<th>Outside the organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. By designation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Sir/madam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. As mr./mrs./ms. so and so</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. By first name</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

32) How is your relation with the following?

<table>
<thead>
<tr>
<th></th>
<th>Very formal</th>
<th>Formal</th>
<th>Informal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Superiors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. In the work place</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>b. Outside the work place</td>
<td>( )</td>
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</tr>
<tr>
<td>2. Subordinates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. In the work place</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>b. Outside the work place</td>
<td>( )</td>
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</tr>
<tr>
<td>3. Colleagues</td>
<td></td>
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</tr>
<tr>
<td>a. In the work place</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>b. Outside the work place</td>
<td>( )</td>
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</tr>
</tbody>
</table>

33) Do you experience job stress because of the following factors?  
(Please tick as many applicable)

1. A strict boss ( )
2. Lack of role clarity ( )
3. Lack of facilities/maintenance at work place ( )
4. Lack of cooperation from colleagues ( )
5. Time boundedness of projects ( )
6. Adjusting to multiple projects ( )
7. Partiality of the superiors ( )
34) Please tick the statements with one of the categories given in the table:

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Work is worship</td>
<td></td>
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<tr>
<td>b. Work is essential for survival</td>
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<tr>
<td>c. Work is useful for having status and power</td>
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<tr>
<td>d. Every able-bodied person should contribute to society by working</td>
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<tr>
<td>e. Work is important in one's life</td>
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<tr>
<td>f. Pay is more important than job satisfaction</td>
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<tr>
<td>g. Education has a bearing on employee's attitude towards work</td>
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<tr>
<td>h. Training is essential at work place</td>
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<tr>
<td>i. Punctuality is a virtue</td>
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<tr>
<td>j. There is a good deal of trust between superiors and subordinates in your organisation</td>
<td></td>
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<tr>
<td>k. Employees should be allowed to suggest or criticise in the organisation</td>
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<tr>
<td>l. Welfare of employees is considered when changes are adopted into your organisation</td>
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<tr>
<td>m. Long-range planning is given sufficient emphasis in your organisation</td>
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<tr>
<td>n. Family life and work life are equally important to you</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statements</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Undecided</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
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<tr>
<td>o. Work relations should be more egalitarian and not hierarchical</td>
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<tr>
<td>p. Motivation to work is not only a result of work atmosphere but also of oneself</td>
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<tr>
<td>q. One’s attitude towards work is influenced by his/her family</td>
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<tr>
<td>r. One can learn better through informal learning</td>
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<tr>
<td>s. Only through formal education, can one pick up the necessary knowledge and skills</td>
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<tr>
<td>t. The nature of ownership makes one to work in a particular way</td>
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<tr>
<td>u. The criteria for selection/recruitment has a bearing on the performance of the organisation</td>
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<tr>
<td>v. Training in the organisation improves the employees’ performance</td>
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<tr>
<td>w. There is some change felt in the organisation after liberalisation</td>
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<tr>
<td>x. Government organisations have a poor work culture</td>
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<tr>
<td>y. Good work culture prevails in private organisations</td>
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<td></td>
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<tr>
<td>z. Multinational corporations excel because of their different management style</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
35) How satisfied are you with the following facilities provided by your organisation?

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Very much satisfied</th>
<th>Satisfied</th>
<th>Undecided</th>
<th>Very much dissatisfied</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Canteen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Medical</td>
<td></td>
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<tr>
<td>3. Sports</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>4. Conveyance</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>5. Housing</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

36) How do you feel identifying yourself with the organisation?

1. I feel good ( )
2. I feel neither good nor bad ( )
3. I do not identify myself with my organisation ( )

37) What is your normal reaction to any change in the day-to-day functioning of the organisation?

1. I easily accept it ( )
2. I accept after thinking about it ( )
3. I generally resist it, but will accept it at the end ( )
4. I oppose it ( )

38) How do employees generally react to technological and organisational change in your organisation?

<table>
<thead>
<tr>
<th></th>
<th>a. Technological change</th>
<th>b. Organisational change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Easily accept the change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Accept the change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Generally resist but pliable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Reject the change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Totally reject the change</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

39) What is the nature of communication pattern in your organisation?

| 1. Between superiors and subordinates | Always formal | Sometimes formal | Never formal |
|                                       | ( )           | ( )              | ( )         |
| 2. Among colleagues                  | ( )           | ( )              | ( )         |
40) What is the extent of mutual understanding among the employees in this organisation?
1. Very high degree ( )
2. High degree ( )
3. Medium degree ( )
4. Low degree ( )
5. Very low degree ( )

41) How are differences of opinion between departments resolved in your organisation?
1. By the intervention of the organisational head ( )
2. By a meeting of departmental heads ( )
3. By the colleagues themselves, informally ( )
4. Any other (please specify) ( )

42) How active is the workers’ union/s in your organisation?
1. Very active ( )
2. Somewhat active ( )
3. Not active ( )
4. Not applicable ( )

43) In your opinion what is the nature of the relations between the management and trade union in your organisation?
1. Very cordial ( )
2. Somewhat cordial ( )
3. Not cordial ( )
4. Not applicable ( )

44) What sort of approach is used to solve work related problems in your organisation?

<table>
<thead>
<tr>
<th></th>
<th>Highly professional</th>
<th>Professional</th>
<th>Not professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>By yourself</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>By superiors</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>

45) What is your superior’s reaction to your suggestion or criticism?

<table>
<thead>
<tr>
<th></th>
<th>Positive</th>
<th>Negative</th>
<th>Indifferent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To your suggestion</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>To your criticism</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>To your pointing out to</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>his/her mistakes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

46) Does your organisation provide reasonable opportunities for personal development and career progression?

Personal development
(like acquiring more knowledge and better skills) 1. Yes ( ) 2. No ( ) 3. To some extent ( )
Career advancement
(like obtaining promotions) 1. Yes ( ) 2. No ( ) 3. To some extent ( )

47) Are small group activities like quality circles and work improvement teams encouraged in your organisation?
   a. Quality circles 1. Yes ( ) 2. No ( )
   b. Work improvement teams 1. Yes ( ) 2. No ( )

Do you feel small group activities essential in organisations? 1. Yes ( ) 2. No ( )
(Please give reasons for your answer)

PLEASE CHECK IF ALL QUESTIONS ARE ANSWERED
THANKYOU FOR YOUR CO-OPERATION
APPENDIX 3: INTERVIEW SCHEDULE

1. What is your understanding of ‘work culture’?

2. According to you, what are the characteristics of ‘ideal work culture’?

3. Please explain the sources of work culture.

4. What is your understanding of ‘organisation culture’?

5. Please explain the sources of organisational culture.

6. Please explain the style/nature of organisation culture that you have adopted.

7. If you think ‘work culture’ and ‘organisational culture’ are overlapping, what are the aspects appearing in the mixed situation?

8. What are the criteria for recruitment in your organisation?

9. Do you think ‘performance appraisal system’ important?
   a. yes, for all
   b. yes, for some (specify for whom and reason)
   c. no

10. Do you have a ‘performance appraisal system’ in your organisation?
    a. yes, for all employees
    b. yes, for some employees
    c. no

11. Do you think that employee participation in the management improves
    a. yes
    b. no

    If ‘yes’, please tick as many applicable below
    i. workers’ productivity/efficiency
    ii. relations between employers and employees
    iii. decision making process
    iv. communication process
    v. employees’ confidence in management

12. What is your company’s reaction to liberalisation?

13. Was any (administrative, organisational - relations, physical, technological, nature of work, working hours or other - in terms of service to customers, benefits to employees, working conditions - facilities) change adopted by your organisation on the eve of liberalisation?