APPENDIX B

INTERPRETATION OF PROTOCOL AND CATEGORIZATION

12 PRC (PRINTING)
SUPERVISOR

Sentence No.

1 This is a general statement made which refers to the company's methods included in general policies - but necessarily rely on the supervisors and departmental head's action - according to the classification therefore the statement refers to Area \( V_{16} \), \( V_7 \) and \( V_{12} \).

2 & 3 Sentence No. 2 and 3 have to be taken in combination to refer to the theme which emphasizes the necessary changes in work method from supervisors and departmental head. Naturally the categories \( V_7 \) and \( V_{12} \) will be absorbing this.

4 This statement also goes with \( S_2 \); \( S_3 \) but adds additional information so again \( V_7; V_{12} \).

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This necessarily is supervisor's territory and command, it is he who has to see this is done so V7.

S6 is a background to the S7 and necessarily is due to some source. Here the company's general policy as for standardization comes in so V16.

S8 refers to S6 and S7 again but puts on emphasis in internal adjustments - this has to be done by supervisors and departmental head so area V7, V12.

Reference is to be side effect of technological improvements and rationalization. It also puts the action on supervisors and departmental heads work methods so area V13, V7 and V12. S10 goes to explain the effect so no need to add any frequency.

Explains what additional benefits are there but also points out the difficulties when taken bulk operation. This puts the emphasis on the areas. V14 - Management's own personal
attitude in taking this work from people by putting the responsibility on them.

V18 because the communication of the variation is absent - which may help in utilizing the machine for samples and machine for bulk operation in coordination and area V12 because the Departmental Head work method of putting this to top man and modifying internally is his job.

Here is a reference to certain things the reference is to the damages and difficulties due to absence of certain working conditions. If these are properly taken care of, the damage percentage will be less and transport and other things will be quicker to push the processing. Thus area V22 of working condition will absorb this.

They also refer to the working conditions from damage and speed of movement of material V22 as above.

This area refers to workers training so area V1.
19. $V_1$ as above.

20. Points to interest as well points to necessity of education so $V_1$ and $V_2$.

21. Clearly points out literacy necessity so $V_1$.

22. Sentence No. 22 has no meaning in the context as the sentence does not have any further elaboration or a background.

23. This points out to union activity as cooperative and taking it with $S_{22}$ will get $V_{20}$.

24. This sentence talks about the methods to get cooperation and they vest with $V_7$ and $V_{12}$.


Readiness to work with labour force in a particular situation is pointing to $V_5$ but as $S_{26}$ is clearly referring it with emphasis $S_{25}$ and $S_{26}$ together will have to be given $V_5$. 

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with emphasis mark 2 additional tallies + 1 for mention.

Taking the work through a method is also referred in this sentence so S's method i.e., $V_7$ is counted.

27 Again elaborates work method of S so $V_7$.

28 Statements 26, 27 with $S_{28}$ obviously emphasize two important things - a willingness to help ($V_5$ or $V_9$) as well as $V_{16}$ company policies but as this has a reference in above sentences it will be appropriate to refer only to the work methods and so 7 and 12.

29 Again $V_7$ and $V_{12}$.

30 Refers to $V_{12}$. The reference to cooperation is such quee at this place that categorization is not done.

31 Taking this sentence with sentences 27, 28 and 29 one will see that all of it has a reference to area 17 of proper personnel policies. If the people don't receive they
usually don't give. Thus $V_{17}$ is used. It is necessary with the mention of it in sentences 27, 28 and 29 to add at least 3 tallies to show the emphasis through repetition.

32 $S_{32}$ has a reference to Departmental Head work methods of internal organisation so $V_{12}$.

33 $S_{33}$ with $S_{32}$ will put an emphasis on both $V_7$ and $V_{12}$ as the methodology to distribute and take proper work is said to be necessary.

34 A clear statement $V_{17}$ (may also point to $V_{16}$ but as the reference was regarding people $V_{16}$ is not used).

35 $V_{14}$.

36 Elaboration of $V_{14}$ from $S_{35}$ but appears to be reducing the intensity of $S_{35}$.

37 $V_{14}$.
Sentence No.

38 Effect of $S_{37}$ (may add a tally to $S_{37}$).

39 $V_5$ interest is shown ($V_9$ can be taken as a supervisor at below top level is referred; but as no explicit term Departmental Head is used no mark).

40 This is a resultant of $V_{17}$ - especially the appraisals, training are the contents of $V_{17}$ - if they are taken care of top man's attitude won't be forthcoming.

41 $V_{17}$ being the cause of this result.

42 $V_{17}$ (the cause of this behaviour also area $V_5$ as showing the reference through lack of interest.

What should be done is stated (discharge in $V_{17}$) so $V_{17}$.

43, 44, 45, 46 & 47 $V_{17}$ all of these are referred as the reaction due to absence of $V_{17}$ (suggestion through absence) also by direct reference.

In general area 17 is to get clarified to improve the organizational climate. This
improvement is only through the clarity and strict adherence to V17.

48 & 49 This shows the V14 clearly, the interest through area 16 clarification is pointed. These are the effects of V16; the effects also can be taken up for tally.

50 V14 the statement clearly directed to top man. In absence of area 17 as it seems today V14 becomes dominant so the reference is to be to V14.

51 V10

52 S51 and S52 together will refer to the work methods of Departmental Head. His activeness is to be reflected through methods - the reference to leadership is clear; but it is through the methods so it will go with V12 only.

53 V12 (may also V10 implicit - nature).

54 V12 effect of S53 - V12 methods of work.
No tally as it merely elaborates the other side of $S_{53}$ and $S_{54}$.

V_{18}.

Point to V_{g} company understanding duties and responsibility.

Refer to authority V_{g}.

This puts the Managing Agent's tone - so V_{14}. He wants production.

(Refer to sentence 48).

If supervisor is considered to be Management person then this behaviour put him on par with workers thus V_{17} to put the personnel policies in clear terms is mentioned.

V_{17} continuation of above.

All statements are the outbursts mainly coming through absence of V_{17} and V_{16}. These are not quantified separately but will add frequencies (3 tallies) to V_{17}.
Sentence No.

V16 is put out because of the further calmness - the tallies thus will be only in V17 as sentences 68 onwards show earlier outburst related to this area.

68 V18.

69 V14.

70 V10.

71 V16 and V14.

72 V17.

73 V17.

74 Continuation of S73.

An overview suggests that areas V7, V12 and V12 get an additional tally because of mention earlier in the responses (Order of response when not systematic).