APPENDIX

INTERVIEW SCHEDULE
## GENERAL INFORMATION

1.0 Name

1.1 Age
- a. 15-25 year
- b. 26-35 year
- c. 36-45 year
- d. > 46 year

1.2 Religion
- a. Hindu
- b. Muslim
- c. Christian
- d. Sikh
- e. Others

1.3 Mother tongue
- a. Chhattisgarhi
- b. Hindi
- c. Any other

1.4 Caste
- a. Upper
- b. Middle
- c. Other backward class
- d. Scheduled Caste
- e. Scheduled Tribe

1.5 Marital Status
- a. Married
- b. Unmarried
- c. Widower
- d. Divorcee

1.6 Birth Place
- a. Rural
- b. Urban

1.7 Native Place
- a. Madhya Pradesh
- b. Out of Madhya Pradesh

1.8 Nature of Households
- a. Joint
- b. Nuclear

1.9 Education

1.9.1 At the time of appointment
- a. Post-graduate
- b. Graduate
- c. Matric
- d. Middle
- e. Primary
- f. Graduate technical
- g. Non-graduate technical
- h. Illiterate
- i. Any other

1.9.2 At present
- a. Post-graduate
- b. Graduate
- c. Matric
- d. Middle
- e. Primary
- f. Graduate technical
- g. Non-graduate technical
- h. Illiterate
- i. Any other

1.10 Post
- a. Manager
- b. Deputy Manager
- c. Assistant Manager
- d. Foreman
- e. Supervisor
- f. Skilled worker
- g. Semi-skilled worker
- h. Unskilled worker
- i. Ministerial staff
- j. Any other

1.11 Gross Monthly Salary
- a. Rs.1000-2000/-
- b. Rs.2001-3000/-
- c. Rs.3001-4000/-
- d. Rs.4001-5000/-
- e. > Rs.5000/-

1.12 Employment Status
- a. Permanent
- b. Temporary
  i. Contractor worker
  ii. Committee worker
1.13 Total Hours of Work
   a. General duty
   b. Shift duty

1.14 Total Service period at the present post (in years)
   a. < 1 year
   b. 1-5 years
   c. 6-10 years
   d. 11-15 years
   e. > 16 years

1.15 Length of Service period in the company (in years)
   a. < 1 year
   b. 1-5 years
   c. 6-10 years
   d. 11-15 years
   e. > 16 years

1.16 Total number of promotions
   a. 1
   b. 2
   c. Above 2
   d. None

2 FAMILY PARTICULARS

2.0 At the time of First appointment

<table>
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<tr>
<th>S.No.</th>
<th>Relationship</th>
<th>Age with the self (in yrs)</th>
<th>Education</th>
<th>Marital status</th>
<th>Occupation</th>
<th>Total Monthly Income</th>
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2.1 Present family particulars

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3.0 With how many persons of your working group you have personal relations?
   a. 1-2
   b. 3-5
   c. 6 and above

3.1 Do you think personal relationships are advantageous?
   a. Advantageous
   b. Disadvantageous
   c. Neither

3.2 If personal relationships are advantageous, what are the advantages?
   a. Assistance in work
   b. Timely completion of work
   c. Better relations
   d. Getting respect
   d. Any others

3.3 How do you talk to your workmates during working time?
   a. A good deal
   b. Just now and then
   c. Hardly at all

3.4 What are the bases of friendship with them? (Which three are most important)
   a. Equal or Similar position/cadre
   b. Same Caste
   c. Same Language
   d. Same Religion
   e. Same Age Group
   f. Same Location of Work
   g. Helping in Works
   h. Any others

3.5 How would you feel if you were moved to another job in the factory, more or less likely the one you do now, but away from the men who work near to you?
   a. Very upset
   b. Fairly upset
   c. Not much bothered
   d. Not bothered at all

3.6 How many of the men who work near you are close friends?
   a. 1-3
   b. 4-6
   c. 6 and above
   d. None

3.7 When do you see him/them outside of the factory?
   a. Visiting at home
   b. Casual Meetings (shop, street etc.)
   c. Any others

3.8 Do you like to mix with colleagues of your section or with those of other sections?
   a. Own section
   b. Other sections
   c. Both

3.9 Which of the following provides a true description of the relation prevailing among colleagues of equal rank?
   a. Very cordial
   b. Cordial
   c. Just pulling together
   d. Jealous

3.10 In your opinion, what is the basis of prestige on group?
   a. Cooperation with others
   b. Hard Worker
   c. Senior to Others
   d. Education and knowledge of work
   e. Any Others
4.0 How do you get along with your superiors?
   a. Very good
   b. Good
   c. Not so good
   d. Very bad

4.1 Give reasons for getting along with persons of higher position 'very good' or 'good'?
   a. Talks freely with you
   b. Helpful
   c. No undue interference
   d. Competent
   e. Assign proper work
   f. Any others

4.2 If badly, why?
   a. Ill mannered
   b. Non-cooperative
   c. Too much interference
   d. Incompetent
   e. Does not assign work appropriately
   f. Too much aloof
   g. Any other

4.3 Do your officers know you by name?
   Immediate Officer
   Intermediate Officer
   Supreme Officer

4.4 Does your officer have almost equal faith in all workers or does he have excessive reliance on some of them?
   a. Almost equal faith in all
   b. Some workers are his favourites
   c. No reliance on anybody

4.5 What in your opinion, are the reasons for reliance?
   a. Better Worker
   b. Same Caste
   c. Same Region

4.6 Does the superior personally
   a. Encourage you
   b. Feels jealous
   c. Want to put you to trouble
   d. Any other

4.7 Does your superior share some personal matter with you other than the job?
   a. Often
   b. Seldom
   c. Never

4.8 What ways are adopted by your superior to get you to do work?
   a. Close control
   b. Encouragement
   c. Proper guidance
   d. Giving special recognitions for achievements
   e. Threats of punishment
   f. Financial Motiviation

4.9 Does your superiors have confidence and trust in you?
   a. No
   b. Very little
   c. Some
   d. Full confidence

4.10 Are you free to discuss important job matters with superiors.
   a. None at all
   b. Very little
   c. A good deal
   d. Feel completely free
4.11 In your opinion, what qualities a good superior officer should have?

a. Specialised and Educated
b. Knowledge of work
c. Well mannered and well behaved
d. Should assign the task accordingly to status
e. Disciplined
f. Any other

4.12 Has your superior recommended your name for special increment?

a. Yes
b. No

4.13 Does your superior seek and use your ideas and opinion?

a. Seldom
b. Sometime
c. Always
d. Never

4.14 Do you get credit for your work?

a. Yes
b. No

4.15 If no, Is it affect to your works?

a. Seldom
b. Sometime
c. Always
d. Never

4.16 Are your experience and ability higher or very close to those of your supervisor?

a. Yes
b. No

4.17 If yes, do you dislike working under him?

a. Yes
b. No

4.18 How do you feel if your officer assigns you some extra work?

a. Take with pleasure
b. Dislike
c. Remain indifferent

4.19 What steps are taken by your superior in case of major mistakes?

<table>
<thead>
<tr>
<th>Offences</th>
<th>Actions</th>
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<tbody>
<tr>
<td>Unnecessary Absenteeism</td>
<td>Oral warning/written warning/suspension/Dismissal</td>
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<tr>
<td>Carelessness on work</td>
<td>Oral warning/written warning/suspension/Dismissal</td>
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<td>Late coming</td>
<td>Oral warning/written warning/suspension/Dismissal</td>
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<td>Theft</td>
<td>Oral warning/written warning/suspension/Dismissal</td>
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<td>Serious harms to others</td>
<td>Oral warning/written warning/suspension/ dismissal</td>
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<tr>
<td>Violations of rules</td>
<td>Oral warning/Written warning/suspension/ dismissal</td>
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<tr>
<td>Failure to carry out the supervisor's instructions</td>
<td>Oral warning/written warning/suspension/ dismissal</td>
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5 THE WORKER AND HIS FIRM

5.0 Would you like to stay in this company?

a. Yes, until I retire
b. Till I get a better job
c. No
5.1 Do you think that this company has good industrial relations?

a. Yes
b. No

5.2 If yes, why?

a. Good emoluments
b. Security
c. Management ready to listen to complaints
d. Effective machinery for quick settlement of disputes
e. Good supervision
f. Workers are unwilling or afraid to strike
g. Better facilities than other companies
h. Any other reasons

5.3 If no, why?

a. Lack of promotion chances
b. Job insecurity
c. Bad working conditions
d. Lack of provision of general welfare
e. Increased distance between management and workers
f. Discontent with emoluments
g. Bad behaviour with bosses
h. Any other reasons

5.4 Give reasons for staying in present firm

a. Nature of work
b. Level of pay
c. Good industrial relations
d. Good colleagues
e. Too old to move
f. No better job is available
g. Other reasons

6 THE WORKER AND HIS UNION

6.0 Are you a member of any union?

a. Yes
b. No

6.1 If yes, do you hold any office?

a. Yes
b. No

6.2 Why did you join a union as a member?

a. For increased wages
b. For better conditions of service
c. Job security
d. Coercion by union leaders
e. Pressure from workmates
f. Any other

6.3 How often do you go to union meetings?

a. Regularly
b. Occasionally
c. Never

6.4 Reasons for infrequent attendance or non-attendance at union meetings?

a. Not interested
b. Paucity of time
c. Shift work prevents attendance
d. Any other

6.5 Why is a union needed in your industry?

a. To represent the workers in negotiation, collective bargaining and grievance
b. To provide information
c. To provide emotional security and satisfaction to the workers
d. Any other
6.6 How well do you think does your union perform these functions?
   a. Very well
   b. satisfactory
   c. Not satisfactory

7 COMMUNICATION

7.0 From where do you get informations about company's policies, procedures etc.
   a. Office
   b. Leader
   c. Group members
   d. Any other

7.1 Which source gives you correct informations?
   a. Office
   b. Leader
   c. Group members
   d. Any other

7.2 What types of rumours occur frequently in your company?
   a. About strike
   b. About emoluments
   c. Company's financial position
   d. Resignation of personnel
   e. About new boss
   f. Important decisions
   g. Any other

7.3 What steps should be taken by authorities to reduce rumours?
   a. Announcement of important decisions through writing
   b. Explaining decisions through periodical meetings
   c. Any other

7.4 Are rumours affecting efficiency?
   a. Yes
   b. No

7.5 How do the superiors communicate with you about work and expectations?
   a. in writing
   b. orally

7.6 Who gives you work order?
   a. Immediate authority
   b. Intermediate authority
   c. Supreme authority

7.7 How do the superiors know about your views and suggestions?
   a. suggestion box
   b. Superior-subordinate discussions
   c. There is no avenue
   d. Grievance procedures
   e. Any other

7.8 Can your work group take certain decisions regarding work, on its own?
   a. Yes
   b. No

7.9 If yes, on what matters?
   a. Related to production
   b. Any other

7.10 How is it beneficial?
   a. Facilitates coordination
   b. Enhances efficiency
   c. Saves time
   d. Any other

8 LEADERSHIP

8.0 In your view, who are the persons (may be executives or others) who influence most the opinion of the employees and act as representatives of the employees in negotiations, collective bargaining
In your view, who are the persons (may be executive or others) who exercise most influence on employees in work emergencies, breakdowns and other problem situations?

8.3 What qualities they should have:

a. Expression and convincing power
b. Self-confidence
c. Intelligence and knowledgeability
d. Efficiency in problem handling
e. Fast in arriving decision
f. Friendly behaviour
g. Any other

How does the leadership affect the productivity?

a. In a positive way
b. In a negative way
c. Both
d. None

In your view, how can you perform task most effectively?

a. Remove some controls
b. Increase the accountability for own work
c. Give a person a complete natural unit of work
d. Grant additional authority in activities, give more job freedom
e. Assigning specific or specialised tasks, enabling to becoming experts.

9.0 In your view, what are the job conditions do you prefer?

a. Full appreciation of work done
b. Feeling of belonging to your industry
c. Sympathetic help on personal problems
d. Job security
e. Good wages
f. Work that keeps you interested
g. Avenues of promotion
h. Good relations with fellow workers
i. Good working conditions
j. Tactful discipling

In your view, how does the leadership affect the productivity?

a. In a positive way
b. In a negative way
c. Both
d. None

Does sometime conflict occurs in your company between labour and management?

a. Yes
b. No

What are the issues of conflict?

a. Emoluments
b. Security of service
c. Bad behaviour of supervisor
d. Working Conditions
e. Lack of safety measures
f. Any other

What are the forms of conflict?

a. Strike
b. Gherao
c. Tools down
d. Lock out
e. Any other

How is the conflict resolved?

a. Through collective bargaining
b. Through Law
c. Through adjudication