Appendix
SURVEY ON THE ROLE OF INCENTIVES IN LABOR PRODUCTIVITY: A
CASE STUDY OF SELECTED PUBLIC SECTOR UNDERTAKINGS IN
KERALA

Questionnaire

1. Age: Below 25 □, Between 26-35 □, 36-50 □, Above 50 □

2. Sex: Male □, Female □

3. Religion: Christian □, Hindu □, Muslim □, Others □

4. Marital Status: Married □, Unmarried □

5. If married Spouse working or not: Yes □, No □

6. Educational Qualifications: Below X □, S.S.L.C (X) □, Pre Degree □,
Graduation □, PG □, Professional □, Diploma □

7. Nature of Work: Managerial:- Top Level □, Middle Level □, Lower
Level □, Clerical □, Non-Clerical □, Labourer □

8. Length of Service: Below 5 years □, 6-15 □, 16-25 □, 26-30 □, Above
30 years □

9. Present Salary: Below Rs. 5000 □, 5001-10000 □, 10001-15000 □,
15001-20000 □, 20001-25000 □, 25001-30000 □, Above 30000 □

10. Salary on Joining: Rs. ..................

11. Post of joining: ..........................................

12. How many promotions do you get? ......................

13. If no what is the reason? (a) Lack of adequate service □, (b) Lack of
adequate qualifications □, (c) Non-friendly attitude of the
management □

14. What are the incentives you are getting? (Other than Salary and DA):
(1) MONETARY
(a) Attendance Bonus□, (b) Production Bonus□, (c) Annual Bonus□, (d) HRA□, (e) Education Allowance□, (f) Medical Benefit□, (g) Uniform Stitching Allowance□, (h) Washing Allowance□, (i) Bus Subsidy□, (j) Car/Scooter Allowance□, (k) Welfare Fund□, (l) House Maintenance Allowance□, (m) Telephone Re-imbursement□, (n) Furniture Loan□, (o) Newspaper Allowance□, (p) Life Insurance□, (q) Accident Insurance□, (r) Medical Treatment for Parents□, (s) Specify Other Allowances if any .................................................................

II) NON-MONETARY

(a) Canteen Facility□, (b) Uniform□, (c) Recreation Club□, (d) Food items like milk etc□, (e) Petrol/Diesel etc□, (f) Entertainment Programmes like family tour etc□, (g) Specify any Other… .................................

15. (a) Are you directly connected with production? Yes□, No□

(b) If yes, whether your work requires special skill? Yes□, No□

16. Work shift duration: (a) Less than 8 hours□, (b) 8 hours□, (c) Above 8 hours□

17. Are you satisfied with the present working conditions? Yes□, No□

18. If No. give reasons: (a) Lack of safety measures□, (b) Lack of adequate machinery□, (c) Lack of friendly attitude by the supervisors and management□, (d) Lack of other facilities□, (e) Specify other reasons if any .................................................................

19. Are you satisfied with the present salary? Yes□, No□

20. If yes, whether it is more than your expectation? Yes□, No□

21. (a) If not satisfied, how much is your expectation? Rs ..........................
(c) If not satisfied, what are the reasons? (a) It is not at par with the cost of living, (b) Not enough for the work done by me, (c) Same kind of employees in the same industry is getting more, (d) My work need expertise and getting a substitute is difficult, (e) Other reasons

22. Are you satisfied with the present monetary and non-monetary incentives? Yes□, No□

23. If No, what is your expectation? (a) It should be increased annually on the basis of cost of living, (b) It should be increased on the basis of productivity, (c) It should be increased on the basis of length of service, and (d) It should be increased on the basis of post.

24. Do you believe that if you are getting more incentives your efficiency will increase? Yes□, No□

25. If No, give reasons: (a) Working conditions (lack of adequate machinery/technology etc) □, (b) Non-friendly attitude of the management □, (c) Presently I am doing the work with my maximum efficiency □, (d) Incentive is not a concern for me □, (e) Other reasons ..........................................

26. Whether the company ever reduced any incentives/facilities? Yes□, No□

27. If Yes, specify ..........................................................

28. Do you believe that your efficiency will be the same even if some of the incentives are reduced? Yes□, No□

29. If Yes, what are the reasons? (a) Present incentives are more than enough □, (b) Friendly attitude of the management □, (c) Commitment
to work, (d) Possibility of future prospects, (e) Lack of other opportunities, (f) Other reasons

30. Has your commitment to work increased after your salary scale has been hiked? (if so): Yes, No

31. If No, give reasons: (a) The hike was below to my expectation, (b) Adverse working conditions, (c) I am doing my maximum, (d) Non-friendly attitude of the management, (e) Other reasons

32. Have you ever searched another job? Yes, No

(b) If Yes, give reasons: (a) For more Salary, (b) Better future prospects, (c) Non-friendly attitude of the management, (d) For better working conditions, (e) Other reasons

33. Is there any sharp difference in salary in the same class of employees? Yes, No

34. If Yes, is it affect your morale and ultimately your commitment to work unfavourably? Yes, No

35. If No, give reasons: (a) My efficiency is less, (b) Difference is on the basis of length of service, (c) Friendly attitude of the management, (d) Possibility of future prospects, (e) Other reasons

36. Are you active in labor union? Yes, No

37. Are you participated in any strike? Yes, No

38. If Yes, what was the purpose? (a) For more incentives and facilities, (b) More salary, (c) Better working conditions, (d) Job security, (e) Other reasons
39. Is piece rate or consolidated salary beneficial for you? Piece Rate□, Consolidate Salary□, NA□

40. If piece rate give reasons: (a) I can earn more□, (b) I can utilise my full efficiency□, (c) Other reasons ……………………

41. Are you satisfied with the present post? Yes□, No□

42. If No, what are the reasons? (a) I am qualified for higher post□, (b) Present post is below to my expectation□, (c) The present post is over and above to my ability□, (d) Though there is hike in post, there is no hike in pay scale□, (e) Other reasons ……………………

43. Do you have the freedom of decision-making? Yes□, No□

44. If No, if you are getting the decision-making opportunity your efficiency will increase or not? Yes□, No□

45. If No, what are the reasons? (a) I am not capable to take decisions□, (b) Nature of work is such that I alone can’t take a decision□, (c) I am not ready to take any burden□ (d) Other reasons ………………………………

46. Have you ever taken leave over and above permitted? Yes□, No□

47. If Yes, what are the reasons? (a) Insufficient salary and incentives□, (b) Dissatisfaction with the job□, (c) Non-friendly attitude of the supervisors and management□, (d) Personal reasons□

48. Do you believe that the monetary and non-monetary incentives will affect the Labor Productivity? Yes□, No□

49. If No, give reasons: (a) Friendly attitude of the management□, (b) Commitment to work□, (c) Other reasons ………………………………
50. Can you suggest an optimum level of salary and incentives pay system both beneficial to the management and employees? (Means what are the things to be considered while fixing the salary and incentives).
Socio-economic Background of the Worker and Productivity

Questionnaire

1. Age: Below 25, Between 26-35, 36-50, Above 50
2. Sex: Male, Female
3. Religion: Christian, Hindu, Muslim, Others
4. Marital Status: Married, Unmarried
5. If married Spouse working or not: Yes, No
6. Educational Qualifications: Below X, S.S.L.C (X), Pre Degree, Graduation, PG, Professional, Diploma
7. Nature of Work: Managerial: Top Level, Middle Level, Lower Level, Clerical, Non-Clerical, Labourer
8. Length of Service: Below 5 years, 6-15, 16-25, 26-30, Above 30 years
10. Are you satisfied with the present working conditions? Yes, No
11. If No, give reasons: (a) Lack of safety measures, (b) Lack of adequate machinery, (c) Lack of friendly attitude by the supervisors and management, (d) Lack of other facilities, (e) Specify other reasons if any
12. Are you satisfied with the present salary? Yes, No
13. Are you satisfied with the present monetary and non-monetary incentives? Yes, No
14. Do you believe that if you are getting more incentives your efficiency will increase? Yes □, No □

15. If No, give reasons: (a) Working conditions (lack of adequate machinery/technology etc) □, (b) Non-friendly attitude of the management □, (c) Presently I am doing the work with my maximum efficiency □, (d) Incentive is not a concern for me □, (e) Other reasons ..........................................................

16. Whether the company ever reduced any incentives/facilities? Yes □, No □

17. Do you believe that your efficiency will be the same even if some of the incentives are reduced? Yes □, No □

18. If Yes, what are the reasons? (a) Present incentives are more than enough □, (b) Friendly attitude of the management □, (c) Commitment to work □, (d) Possibility of future prospects □, (e) Lack of other opportunities □, (f) Other reasons ..........................................................

19. Has your commitment to work increased after your salary scale has been hiked? (if so): Yes □, No □

20. If No, give reasons: (a) The hike was below to my expectation □, (b) Adverse working conditions □, (c) I am doing my maximum □, (d) Non-friendly attitude of the management □, (e) Other reasons ..........................................................

21. Have you ever searched another job? Yes □, No □

(b) If Yes, give reasons: (a) For more Salary □, (b) Better future prospects □, (c) Non-friendly attitude of the management □, (d) For better working conditions □, (e) Other reasons ..........................................................

22. Is there any sharp difference in salary in the same class of employees? Yes □, No □
23. If Yes, is it affect your morale and ultimately your commitment to work unfavourably? Yes☐, No☐

24. Are you active in labor union? Yes☐, No☐

25. Are you participated in any strike? Yes☐, No☐

26. If Yes, what was the purpose? (a) For more incentives and facilities☐, (b) More salary☐, (c) Better working conditions☐, (d) Job security☐, (e) Other reasons

27. Are you satisfied with the present post? Yes☐, No☐

28. Do you have the freedom of decision-making? Yes☐, No☐

29. If No, if you are getting the decision-making opportunity your efficiency will increase or not? Yes☐, No☐

30. Have you ever taken leave over and above permitted? Yes☐, No☐

31. If Yes, what are the reasons? (a) Insufficient salary and incentives☐, (b) Dissatisfaction with the job☐, (c) Non-friendly attitude of the supervisors and management☐, (d) Personal reasons☐

32. Do you believe that the monetary and non-monetary incentives will affect the Labor Productivity? Yes☐, No☐

33. It is quite natural that an unsatisfied worker will be less efficient. Do you agree with it? Yes☐, No☐

34. If No, what is the reason? (a) Lack of other opportunities☐, (b) Possibility of future prospects☐, (c) Friendly attitude of the management☐, (d) Interest in work☐, (e) Other reasons☐

35. If a worker is dissatisfied with the working conditions, give your opinion about what will be his/her efficiency? Low☐, Medium☐, High☐
36. If it is high what is the reason? (a) Lack of other opportunities, (b) Possibility of future prospects, (c) Friendly attitude of the management, (d) Interest in work, (e) Other reasons

37. If a worker is dissatisfied with the salary and incentives, what will be his/her efficiency? Low, Medium, High

38. If high, what is the reason? (a) Lack of other opportunities, (b) Possibility of future prospects, (c) Friendly attitude of the management, (d) Interest in work, (e) Other reasons

39. Did you able to achieve the target last year? Yes, No, NA

(A) If No. what is the reason? (a) Salary is not sufficient, (b) Incentives are insufficient, (c) Lack of good working conditions/technology/Non-cooperation of the management etc, (d) Unattainable targets, (e) Other reasons

40. Some times workers may express disagreement with the superiors. How often you express the disagreement? Frequently, Occasionally, Never

41. If frequently, what is the reason? (a) Dissatisfaction with the salary and incentives, (b) Non-friendly attitude of the management, (c) Lack of interest in work, (d) Other reasons

42. In Kerala's Public Sector, the labor productivity is found low. Do you agree with it? Yes, No

43. If Yes, what is the reason? (a) Inadequate working conditions, (b) Inadequacy of salary and incentives, (c) Non-friendly attitude of the management, (d) Over emphasis of trade unions, (e) Other reasons
44. Are you satisfied with the over all performance of the company? Yes□, No□

45. If other conditions are favourable, do you think that you can do the work some more efficiently? Yes□, No□

46. Due to various reasons errors may arise in work. If it is a technical job more chances are there. How often errors arise in your work? Frequently□, Occasionally□, Never□

47. If a worker is doing the same job for a long period monotony may arise. Do you feel it in your work? Yes□, No□. There is change in work□

48. If No, what is the reason? (a) The work is more challenging□, (b) More rewarding□, (c) Interest in work□, (d) Other reasons..............................

49. What is your opinion about your fellow workers? Friendly□, Non-friendly□, Some what OK□

50. If you don’t have full awareness of a particular work, what you will do? (a) Request the superiors to give the work to somebody else□, (b) Consult the superiors to know how to do the work□, (c) Without consulting try to do the work□

51. Some times, especially in chemical industries, one may not be able to take individual decisions. In such cases if the management is ready to give the decision making power, will you accept it? Yes□, No□

(a) If No, what is the reason? (a) I am not capable enough to take individual decisions□, (b) I am not ready to take any additional burden□, (c) Other reasons .................. .............................

52. Do you have sufficient freedom at work? Yes□, No□

53. Does the company is providing the facilities to use and improve your skills and capabilities? Yes□, No□
54. Due to various reasons the quality of the output produced by a worker (or the quality of work done by a worker) may not be up to the expectation of the management. Please indicate the quality of output produced by you.
Low☐, Medium☐, High ☐

55. Due to various reasons, especially old age of the worker, inadequate rewards, non-friendly attitude of the management etc the labor productivity may be low. For the sake of the study can you say your productivity? (I repeat the assurance, in the questionnaire nothing is there to identify you and the informations provided by you will be strictly confidential and will use only for the purpose of this study and these informations are for general analysis only) Low☐, Medium☐, High ☐