Appendix- 1

BIBLIOGRAPHY

Books


7) Das M.N. and Giri N.C. : Design and Analysis of Experience, Wiley Eastern Ltd.


<table>
<thead>
<tr>
<th></th>
<th>Authors</th>
<th>Title</th>
<th>Publisher</th>
<th>Location</th>
<th>Year</th>
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<td>18</td>
<td>Prasad L.M.</td>
<td>Principles and Practice of Management</td>
<td>Sultan Chand and Sons, New Delhi</td>
<td>1996</td>
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<td>20</td>
<td>Schuster, Frederick E.</td>
<td>Human Resources Management: concepts, cases and Readings</td>
<td>Reston Publishing company, Virginia</td>
<td>1985</td>
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Journals


### Human Resource Management in Selected Public Sector Undertakings in Kerala

#### Questionnaire

<table>
<thead>
<tr>
<th>Name</th>
<th>Sex</th>
<th>Male</th>
<th>Female</th>
<th>Age</th>
<th>Total Service</th>
<th>……...years</th>
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<tr>
<td>Designation</td>
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<td>Qualification</td>
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<td>Unmarried</td>
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<tr>
<td>Organisation</td>
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</table>

**Table:**

- **1.** Do you know precisely the expectations of the management from you at work? 
  - Yes
  - Sometimes
  - No
- **2.** Do you feel that your supervisor(s) is effective in conveying the targets fixed by the management to the workers? 
  - Yes
  - Sometimes
  - No
- **3.** Do you have a precise idea about your job and its scope? 
  - Yes
  - Sometimes
  - No
- **4.** At work, do you have the opportunity to do the best every day? 
  - Yes
  - Sometimes
  - No
- **5.** Do you feel that good work is recognized by the management and is duly rewarded? 
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  - Sometimes
  - No
- **6.** Does the management care about you as a person? 
  - Yes
  - Sometimes
  - No
- **7.** Is there someone at work who encourages your development? 
  - Yes
  - Sometimes
  - No
- **8.** Do you feel that the management considers your grievances kindly? 
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  - No
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  - No
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  - Yes
  - Sometimes
  - No
- **11.** Do you feel that workers in your organization are committed to doing quality work? 
  - Yes
  - Sometimes
  - No
- **12.** Do you have the opportunities to learn and grow at work? 
  - Yes
  - Sometimes
  - No
- **13.** Whether you are interested in learning new techniques and methods to improve the quality of your performance? 
  - Yes
  - Sometimes
  - No
- **14.** Whether the management considers your interest/taste before inducting you to a particular job? 
  - Yes
  - Sometimes
  - No
- **15.** Are you happy with your present job? 
  - Yes
  - Sometimes
  - No
- **16.** Do you have effective relation with the supervisors? 
  - Yes
  - Sometimes
  - No
- **17.** Do you have cordial relation with the co-workers? 
  - Yes
  - Sometimes
  - No
- **18.** Have you satisfied with the recruitment and selection policy of the management? 
  - Yes
  - Sometimes
  - No
- **19.** Do you feel that the management is following a rational promotion and transfer policy? 
  - Yes
  - Sometimes
  - No
- **20.** Are you happy with the performance appraisal system followed by the management? 
  - Yes
  - Sometimes
  - No
- **21.** Do you feel that there exists a good communication system in your organization? 
  - Yes
  - Sometimes
  - No
- **22.** Do you feel that the management adopted a systematic policy in wage payment & perks? 
  - Yes
  - Sometimes
  - No
- **23.** Do you feel that there is proper motivation for putting your best efforts in the task assigned? 
  - Yes
  - Sometimes
  - No
- **24.** Do you think that the training programmes adopted by the organization are effective in bringing out the best from you? 
  - Yes
  - Sometimes
  - No
- **25.** Whether the management gathers your opinion in administrative matters? 
  - Yes
  - Sometimes
  - No
<table>
<thead>
<tr>
<th></th>
<th>Do you feel that you have been given adequate authority/power to discharge your duties?</th>
<th>Yes</th>
<th>Sometimes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>26</td>
<td>Do you feel that a healthy line and staff relationship exists in the company?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
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<tr>
<td>27</td>
<td>Do you have the equipments and materials needed for effectively doing your work?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>28</td>
<td>Do you feel that your supervisor(s) is/are effectively interacting with you on job related matters?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
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</table>

### (b)

<table>
<thead>
<tr>
<th></th>
<th>Satisfied with the present remuneration system of the company</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>2</td>
<td>Satisfied with the salary structure (HRA, D/A etc) of the company</td>
<td>1</td>
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<tr>
<td>3</td>
<td>Satisfied in the Bonus scheme of the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>4</td>
<td>The company makes salary revision at the right time.</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>5</td>
<td>The company considers all the required factors for making the revision of salaries</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>The welfare benefits (medical, Education, Festival etc.) provided by the company are satisfactory</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>The company follows a right promotion policy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>There exists enough promotional opportunities in the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>The work hours fixed by the company is satisfactory</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Leave days allotted by the company are sufficient</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11</td>
<td>There is job security prevails in the organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>Satisfied with the canteen facility provided by the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>Satisfied with the Medical facility provided by the company</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14</td>
<td>Satisfied with the sanitation facility provided by the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>15</td>
<td>Satisfied with the Loan facilities provided by the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>16</td>
<td>Satisfied with the Recreation facilities provided by the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>17</td>
<td>A cordial relationship between superiors and subordinates exists in the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>18</td>
<td>Work load is not at a level to frustrate the employees</td>
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<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>19</td>
<td>Employee Participation in management and decision making exists in the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>20</td>
<td>Work environment of the organization is excellent</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>21</td>
<td>Sound relation exists with Co-workers and subordinates</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
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<tr>
<td>22</td>
<td>A fair transfer policy is followed by the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>23</td>
<td>Performance appraisal system of company is effective</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>24</td>
<td>The Insurance scheme introduced by the company is a fair one.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>25</td>
<td>Retirement benefits provided by the company are satisfactory</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>26</td>
<td>Management attitude towards workers are favourable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>27</td>
<td>A fair system of communication is followed by the company</td>
<td>1</td>
<td>2</td>
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### Opinion regarding Job Satisfaction

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<tr>
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<th>Satisfied</th>
<th>Highly satisfied</th>
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<tr>
<td>28</td>
<td></td>
<td></td>
<td></td>
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</table>
### (c) Welfare facilities provided by the company is satisfactory & Working conditions are prevailed in the company

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The company adopted a fair system for maintaining discipline</td>
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<td>2</td>
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<td>4</td>
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<tr>
<td>2</td>
<td>A well organized grievance hearing system and dispute clearing system prevail in the company</td>
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<td>4</td>
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<td>3</td>
<td>A fair communication and information sharing system is followed by the company</td>
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<td>4</td>
<td>The management maintains a favourable attitude towards the workers</td>
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<td>4</td>
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<td>5</td>
<td>A fair wage payment and remuneration system exists in the company</td>
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<td>6</td>
<td>Satisfactory working conditions are prevailed in the company</td>
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<td>7</td>
<td>Welfare facilities provided by the company is satisfactory</td>
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</tr>
<tr>
<td>8</td>
<td>Supervisors and managers are maintaining good relation with the workers</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>9</td>
<td>Work load is not at a level to frustrate the employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Management distributes a satisfactory portion of gains of productivity to the workers</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>11</td>
<td>Employees are provided sufficient participation in management and decision making</td>
<td>1</td>
<td>2</td>
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<tr>
<td>12</td>
<td>A suitable system of training and education at all levels prevailed in the organisation</td>
<td>1</td>
<td>2</td>
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<td>4</td>
</tr>
<tr>
<td>13</td>
<td>Satisfied with the functioning of the HR. department</td>
<td>1</td>
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<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Satisfied with the present HR policy of the company</td>
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<tr>
<td>15</td>
<td>Management follows a fair settlement of labor problems.</td>
<td>1</td>
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#### Opinion as regarding Employer-Employee Relations

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<td>Satisfied with the functioning of the HR. department</td>
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### (d) Company policy and Administration

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<td>1</td>
<td>Company policy and Administration</td>
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<td>2</td>
<td>Technical Supervision</td>
<td>5</td>
<td>4</td>
<td>3</td>
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</table>
Rank the following Job related Needs that you want to satisfy on the basis of urgency of its fulfillment. Give 1 against the most urgent need for accomplishment and so on.

<table>
<thead>
<tr>
<th>No</th>
<th>Need</th>
<th>Rank</th>
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<tbody>
<tr>
<td>1</td>
<td>Salary and monetary benefit</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Job security</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Better human relations</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Recognition for good work done</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Decision Making authority</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Promotion and Growth opportunities</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>More power and leadership</td>
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### Human Resource Management in Selected Public Sector Undertakings in Kerala

#### Questionnaire

<table>
<thead>
<tr>
<th>Date</th>
<th>Supervisor</th>
<th>Schedule No</th>
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<table>
<thead>
<tr>
<th>Name</th>
<th>Sex</th>
<th>Male</th>
<th>Female</th>
<th>Age</th>
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<table>
<thead>
<tr>
<th>Organisation</th>
<th></th>
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<tr>
<td></td>
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</tbody>
</table>

#### (a)

<table>
<thead>
<tr>
<th></th>
<th>Do you know precisely the expectations of the management from you at work?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Can you effectively convey the targets fixed by the management to the workers?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Do you have a precise idea about your job and its scope</td>
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<td></td>
<td>Yes</td>
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<tr>
<td>4</td>
<td>At work, do you have the opportunity to do the best every day?</td>
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<td>Yes</td>
</tr>
<tr>
<td>11</td>
<td>Do you feel that workers under your supervision are committed to doing quality work?</td>
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<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>12</td>
<td>Do you have the opportunities to learn and grow at work?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>13</td>
<td>Whether you are interested in learning new techniques and methods to improve the quality of your performance?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>14</td>
<td>Whether the management considers your interest/taste before inducting you to a particular job?</td>
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<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>15</td>
<td>Are you happy with your present job?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>16</td>
<td>Do you have effective relation with the workers?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>17</td>
<td>Do you have cordial relation with the peers?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>18</td>
<td>Have you satisfied with the recruitment and selection policy of the management?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>19</td>
<td>Do you feel that the management is following a rational promotion and transfer policy?</td>
</tr>
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<td>Yes</td>
</tr>
<tr>
<td>20</td>
<td>Are you happy with the performance appraisal system followed by the management?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>21</td>
<td>Do you feel that there exists a good communication system in your organization?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>22</td>
<td>Do you feel that the management adopted a systematic policy in wage payment &amp; perks?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>23</td>
<td>Do you feel that there is proper motivation for putting your best efforts in the task assigned?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>24</td>
<td>Do you think that the training programmes adopted by the organization are effective in bringing out the best from you?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Question</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Satisfied with the present remuneration system of the company</td>
</tr>
<tr>
<td>2</td>
<td>Satisfied with the salary structure (HRA,D/A etc) of the company</td>
</tr>
<tr>
<td>3</td>
<td>Satisfied in the Bonus scheme of the company</td>
</tr>
<tr>
<td>4</td>
<td>The company makes salary revision at the right time.</td>
</tr>
<tr>
<td>5</td>
<td>The company considers all the required factors for making the revision of salaries</td>
</tr>
<tr>
<td>6</td>
<td>The welfare benefits (medical, Education, Festival etc.) provided by the company are satisfactory</td>
</tr>
<tr>
<td>7</td>
<td>The company follows a right promotion policy</td>
</tr>
<tr>
<td>8</td>
<td>There exists enough promotional opportunities in the company</td>
</tr>
<tr>
<td>9</td>
<td>The work hours fixed by the company is satisfactory</td>
</tr>
<tr>
<td>10</td>
<td>Leave days allotted by the company are sufficient</td>
</tr>
<tr>
<td>11</td>
<td>There is job security prevails in the organisation</td>
</tr>
<tr>
<td>12</td>
<td>Satisfied with the canteen facility provided by the company</td>
</tr>
<tr>
<td>13</td>
<td>Satisfied with the Medical facility provided by the company</td>
</tr>
<tr>
<td>14</td>
<td>Satisfied with the sanitation facility provided by the company</td>
</tr>
<tr>
<td>15</td>
<td>Satisfied with the Loan facilities provided by the company</td>
</tr>
<tr>
<td>16</td>
<td>Satisfied with the Recreation facilities provided by the company</td>
</tr>
<tr>
<td>17</td>
<td>There exists a cordial superior-subordinate relationship in the company</td>
</tr>
<tr>
<td>18</td>
<td>Work load is not at a level to frustrate the supervisory staff.</td>
</tr>
<tr>
<td>19</td>
<td>Supervisors are getting enough participation in management and decision making process</td>
</tr>
<tr>
<td>20</td>
<td>Work environment of the organization is excellent</td>
</tr>
<tr>
<td>21</td>
<td>Sound relation exists with peers.</td>
</tr>
<tr>
<td>22</td>
<td>A fair transfer policy is followed by the company</td>
</tr>
<tr>
<td>23</td>
<td>Performance appraisal system of company is effective</td>
</tr>
<tr>
<td>24</td>
<td>The insurance scheme introduced by the company is a fair one.</td>
</tr>
<tr>
<td></td>
<td>Retirement benefits provided by the company are satisfactory</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>26</td>
<td>Management attitude towards supervisors are favourable</td>
</tr>
<tr>
<td>27</td>
<td>A fair system of communication is followed by the company</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Opinion regarding Job satisfaction</th>
<th>Highly dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Highly satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td></td>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

(c) The company adopted a fair system for maintaining discipline: 1 2 3 4 5
A well organized grievance hearing system and dispute clearing system prevailed in the company: 1 2 3 4 5
A fair communication and information sharing system is followed by the company: 1 2 3 4 5
The management maintains a favourable attitude towards the supervisors: 1 2 3 4 5
A fair wage payment and remuneration system exists in the company: 1 2 3 4 5
Satisfactory working conditions are prevailed in the company: 1 2 3 4 5
Welfare facilities provided by the company are satisfactory: 1 2 3 4 5
Managers and other superiors are maintaining good relation with the supervisors: 1 2 3 4 5
Work load is not at a level to frustrate the supervisors: 1 2 3 4 5
Management distributes a satisfactory portion of gains of productivity to the supervisors: 1 2 3 4 5
Supervisors are provided sufficient participation in management and decision making: 1 2 3 4 5
A suitable system of training and education at all levels prevailed in the organisation: 1 2 3 4 5
Satisfied with the functioning of the HR. department: 1 2 3 4 5
Satisfied with the present HR policy of the company: 1 2 3 4 5
Management follows a fair settlement of labor problems: 1 2 3 4 5

(d) Opinion as regarding Employer-Employee Relations

<table>
<thead>
<tr>
<th></th>
<th>Worst</th>
<th>Worse</th>
<th>Neutral</th>
<th>Better</th>
<th>Best</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The trade unions are capable enough to present the needs of the supervisors before management</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Satisfied with the working and functioning of trade unions prevailed the company</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Political interests of trade unions sometimes hinders them from effectively safeguarding the interests of supervisors</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Multiplicity of trade unions results in conflicts between the employees rather than their welfare.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Only one union free from politics is enough to represent the employees before the management</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>A good trade union-mgmt. relationship exists in the Co.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
### Management maintains a favourable attitude towards the trade unions

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Neutral</th>
<th>Bad</th>
<th>Very bad</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Company policy and Administration</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Technical Supervision</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Inter personal Relationship with supervisors</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Inter personal Relationship with peers</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Inter personal Relationship with subordinates</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Salary</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>Job security</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>Personal Life</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>9</td>
<td>Working conditions</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>10</td>
<td>Status</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>11</td>
<td>Job satisfaction</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

### (e)

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Neutral</th>
<th>Bad</th>
<th>Very bad</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Achievement from the job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Recognition received from the job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Opportunities for advancement</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Work on present job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Possibility growth in the present job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>About the responsibilities on the present job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>Degree of job satisfaction</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

### (f)

Rank the following Job related Needs that you want to satisfy on the basis of urgency of its fulfillment. Give 1 against the most urgent need for accomplishment and so on.

<table>
<thead>
<tr>
<th>No</th>
<th>Need</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Salary and monetary benefit</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Job security</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Better human relations</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Recognition for good work done</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Decision Making authority</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Promotion and Growth opportunities</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>More power and leadership</td>
<td></td>
</tr>
</tbody>
</table>
Appendix IV

INTERVIEW SCHEDULE

1) Whether a formal HR Department is adopted by the enterprise?
   (a) If yes, what are the functions performed by it?

2) Whether a systematic manpower planning is followed by the organisation?
   (a) If yes, give its details

3) What is the mode of Recruitment & Selection policy prevailing in the organisation and what are the steps involved in it?

4) State the procedure followed for introducing a newly selected candidate in the organisation?

5) What is the training policy of the enterprises and what type of methods are usually resorted by the organisation to train people?

6) Explain about the Promotion & Transfer policy of the organisation?

7) What are the procedures followed while executing the promotion and transfer of the workforce?

8) How the employees are motivated and what is the motivation policy of the organisation?

9) In what way wages and other fringe benefits to employees are arrived in your organisation?

10) What are the financial and non-financial incentives offered by the organisation?
11) Do you have a formally designed scheme for employee participation in management and decision making?

(a) If yes, give details of the prevalent scheme?

12) Do you have a well established scheme for distributing a portion of profit earned to the employees?

(a) If yes, give details of the scheme?

13) What are the procedures followed by the company in settlement of the grievances of the workforce?

14) How do you rate the performance of people in your organisation? What are the procedures followed?

15) What is the method adopted for effecting communication within the organisation and how it is functioning?

16) What efforts are taken by the enterprise to retain an effective superior-subordinate relationship?

17) What mechanism has been implemented by the organisation to maintain a cordial industrial relation?