

QUESTIONNAIRE

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A QUESTIONNAIRE ON INDUSTRIAL RELATIONS STRATEGIES AND PRACTICES IN CEMENT INDUSTRY - AN INDEPTH STUDY OF CEMENT MANUFACTURING UNITS IN GUJARAT.

(For Management)

RESPONDENT'S PROFILE

- (1) Name and address of the Organization :
- (2) Year of Operations :
- (3) Form of the organization :
- (4) Name of the products : (1)
(2)
(3)
- (5) Installed capacity and Present Utilization. :
- (6) Total investment of the Project. :
- (7) Major markets being served :
- (8) Overseas market (if any) :
- (9) Awards / Merits achieved :
- (10) Any such information :

NOTE : Please tick mark in appropriate box.

Q.1. Which of the following leadership style do your organization follows ?

- (a) Autocratic :
- (b) Democratic :
- (c) Benevolent :
- (d) Free-rein :
- (e) Other (Pl. specify) : _____

Q.2 What is the usual term of Human Resource Planning in your company ?

- (a) Below one year
- (b) One to four years
- (c) Above four years

Q.3. Please give the data on your Human Resource for the last five years.

Year	Managerial	Skilled	Unskilled	Total
1997-98				
1998-99				
1999-2000				
2000-2001				
2001-2002				
Total				

Q.4. Please give the data on employee's recruitment in your organization for the last five years.

Year	Total Recruitment			Total
	Managerial	Skilled	Unskilled	
1997-98				
1998-99				
1999-2000				
2000-2001				
2001-2002				
Total				

Q.5. Which of the following promotion policies do you follow in your organisation?

- (a) Seniority basis only
- (b) Merit basis only
- (c) Combination of above (a) and (b)
- (d) Other (Pl. specify)

Q.6 Please give the data on promotion granted to your employees.

Year	Number of promotion granted			Total
	Managers	Supervisors	Workers	
1997-98				
1998-99				
1999-2000				
2000-2001				
2001-2002				
Total				

Q.7. Which of the following training methods do you follow to train your employees?

- (a) On the job
- (b) Off the job
- (c) Other (Please specify)

Q.8. Please give the data on number of employees trained in your unit for the last five Years.

Year	Number of employees trained			Total
	Managers	Supervisors	Workers	
1997-98				
1998-99				
1999-2000				
2000-2001				
2001-2002				
Total				

Q.9. Please give the details on salary structure of your employees.

(a) For managerial personnel :

(b) For supervisors :

(c) For Workers :

Q.10. Which of the following duration do you follow to evaluate the performance of your employees? (Please tick mark)

Category	Quarterly	Half yearly	yearly	Other (Pl. specify)
Managers				
Supervisors				
Workers				

Q.11 Which of the following methods do you use to evaluate the performance of your employees?

Category	Traditional	Modern	Combination of both
Managers			
Supervisors			
Workers			

Q.12. What is the average absenteeism found in your unit ?

(a) below 5%

(b) between 5% to 10%

(c) above 10%

Q.13. According to you, which of the following causes of absenteeism found for your employees?

- (a) Individual
- (b) Social
- (c) Religious
- (d) Other (Pl. specify)

Q.14. Please give data on employees' turn-over for the last five years.

Year	Employees Turn-Over
1997-98	
1998-99	
1999-2000	
2000-2001	
2001-2002	
Total	

Q.15. Please give data regarding strikes in your company. (if any)

Year	No. of strikes	Reason (in brief)
1997-98		
1998-99		
1999-2000		
2000-2001		
2001-2002		

Q.16. (a) Do you have a system of workers participation in management?

Yes

No.

(b). If yes, in which of the following forms do you have such a system ?

- (a) Workers representative on Board of Directors
- (b) Works Committee
- (c) Advisory Body
- (d) Joint Committee
- (e) Work Council
- (f) Joint Management Council
- (g) Other (Pl. specify) _____

Q.17. According to you, which of the following ideologies adopted for cordial industrial relations in your organisation ?

- (a) Idealism
- (b) Realism
- (c) Combination of both (a) & (b)
- (d) Other (Pl. specify) _____

Q.18. Please state Yes or No in the following statements as per your belief.

- | | Yes | No |
|---|--------------------------|--------------------------|
| (a) Good job analysis and job evaluation certainly improves industrial relations. | <input type="checkbox"/> | <input type="checkbox"/> |
| (b) Intra and extra company relations have a definite impact on industrial relations. | <input type="checkbox"/> | <input type="checkbox"/> |
| (c) Plant site affects industrial relations. | <input type="checkbox"/> | <input type="checkbox"/> |
| (d) Maintenance of good industrial relations is a big challenge. | <input type="checkbox"/> | <input type="checkbox"/> |

- (e) Punishment to employees deteriorates the industrial relations.
- (f) Absence of effective collective bargaining process is responsible for poor industrial relations.
- (g) Training to employees is the only solution to improve industrial relations.
- (h) Prejudices and biases of people working in organization is the key reason for deviation of relationship.

Q.19. According to you, How are the industrial relations in your company ?

- (a) Very good
- (b) Good
- (c) Average
- (d) Poor
- (e) Very poor
- (f) Can't say

Q.20. Name the recognised trade union functioning in your company. Also give its membership data.

<u>Name of T.U</u>	<u>Members</u>
i)	
ii)	
iii)	

Q.21. Are you a member of any cement manufacture's association ? if yes, please name it.

.22. Please give your opinion (in brief) on the impact of liberalisation on Industrial relations.

.23. WTO membership will create further problems in maintenance of industrial relations in India. What do you say ?

.24. Your suggestions to improve the industrial relations in cement industry.

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**A QUESTIONNAIRE ON INDUSTRIAL RELATIONS STRATEGIES
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OF CEMENT MANUFACTURING UNITS IN GUJARAT**

(For Employees)

RESPONDENT'S PROFILE

- (1) Name :
- (2) Designation :
- (3) Department :
- (4) Educational and Technical Qualifications :
- (5) Length of Service :
- (6) Total work experience (in years) :

Q.1. According to you, How are the industrial relations in your company ?

- (a) Very good
- (b) Good
- (c) Average
- (d) Poor
- (e) Very poor
- (f) Can't say

Q.2. According to you, which of the following factors found to be responsible for grievance in your company ?

- (a) Poor wage structure
- (b) Inadequate working conditions
- (c) Personal biases and prejudices
- (d) Any other (Pl. specify) _____

Q.3.(a) Do you have any form of indiscipline at present in your organisation ?

Yes

No.

(b) If yes, which of the following causes of indiscipline do you perceive ?

- (a) Lack of directions
- (b) Obsolete tooling and technology
- (c) Inadequate welfare measures
- (d) Absence of motivation
- (e) Other (Please specify) _____

Q.4. According to you, which of the following factors do you consider for industrial unrest in your company?

- (a) Poor working condition.
- (b) Strained superior subordinate relationship
- (c) Poor personnel policies
- (d) Lack of career advancement
- (e) Other (Please specify) _____

Q.5. According to you, which of the following factors are responsible for Industrial fatigue at your work place ?

- (a) Excessive control by supervisors
- (b) Over burden of work
- (c) Job complexities
- (d) Poor physical fitness of employees
- (e) Improper work schedules
- (f) Other (Please specify) _____

Q.6. According to you, who is found to be stronger in collective bargaining in your company?

- (a) Workers
- (b) Management

Why?
.....

Q.7. According to you, which of the following personnel policies of your company not satisfactory?

- (a) Recruitment and selection
- (b) Training and Development
- (c) Transfer, Promotion and Demotion
- (d) Wage and Salary Administration
- (e) Labour management relations
- (f) Other (Please specify) _____

Q.8. According to you, which of the following causes influence the present status of industrial relations in your company ?

- (a) Inter personnel relationship
- (b) Grievance Handling Machinery
- (c) Leadership, Communication and Motivation
- (d) Personnel Policies
- (e) Government Policies
- (f) Other (Please specify) _____

Q.9. (a) Are you a member of Trade union ?

Yes

No

(b) If yes, please specify.

Q.10. Please Opine in Yes or No in the following statements.

- | | Yes | No |
|--|--------------------------|--------------------------|
| (a) Job security strengthen industrial relations. | <input type="checkbox"/> | <input type="checkbox"/> |
| (b) Management is satisfied with employee's Productivity. | <input type="checkbox"/> | <input type="checkbox"/> |
| (c) Present status of industrial relations in your company is largely dependent upon mutual trust of employees and employer. | <input type="checkbox"/> | <input type="checkbox"/> |
| (d) Strikes disturb industrial climate. | <input type="checkbox"/> | <input type="checkbox"/> |

Q.11 Give your suggestions to improve industrial relations in your organisation.

(i)

(ii)

(iii)

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(For Trade union leaders)

RESPONDENT'S PROFILE

Q.1. (a) Name of the union of :
which you are a leader

(b) Your Name :

Q.2. Year of starting the union :

Q.3. (a) Are your union affiliated to any political party ?

Yes

No

(b) If yes, Name the party :
.....
.....
.....

Q.4. Members in your union :

Q.5. (a) Are you a recognised union by the management ?

Yes

No

(b) If no, Why ?
.....

Q.6. What is the role of your union in fostering industrial relations in your company ?

(a) Creative

(b) Co-operative

(c) Conflicting

(d) Compromising

(e) Other (Pl. specify) _____

Q.7. (a) Have you ever faced conflicting situation with management ?

Yes

No

(b) If yes, How was the situation resolved ?
.....

Q.8. Which of the following sources do you consult while formalising pre and post negotiation strategies with management ?

(a) Own decisions

(b) Representatives of union

(c) Members of union

(d) Legal experts

(e) Ex-leaders of the union

(f) Other (Please specify) _____

Q.9. From which of the following sources you raise finance for the activities of your trade union.

- (a) Membership fees
- (b) Donations
- (c) Contributory
- (d) Other (Pl. specify) _____

Q.10. Which are the main activities carried on by your union for the present status of industrial relations in your company.

- (a) Providing reasonable wage, bonus and monetary benefits.
- (b) Protecting and promoting the interest of employees.
- (c) Providing safety and security to the employees
- (d) Enforcement of labour laws in your unit.
- (e) Promoting employees welfare
- (f) Other (Pl. specify) _____

Q.11. Apart from statutory benefits, which other benefits/facilities are offered by your company ?

- (i)
- (ii).
- (iii).

Q.12. Please tick mark (✓) against following facilities provided in your company.

Sr. No	Facilities provided	Rating scale*					
		E	G	A	BA	P	NE
1	Canteen						
2	Uniform						
3	Housing						
4	Transport						
5	Provident Fund Scheme						
6	Insurance						
7	Gratuity						
8	Leaves						
9	Medical Check-up						
10	Bonus						
11	Maternity Benefits						
12	Loan and Advances						
13	School for employee children						
14	Worker Education Programme						
15	Career Guidance						
16	Library						
17	Leave Travel Assistance						
18	Housing Loan						
19	Cultural Activities						
20	Sports meet/facilities						
21	Store						
22	Marriage Gift						
23	Crèches						
24	Yoga/Meditation						

- *E = Excellent
 G = Good
 A = Average
 BA = Below Average
 P = Poor
 NE = Not Existing

Q.13. (a) Do you face any burning issue in your organisation deteriorating industrial relations ?

Yes

No

(b) If yes, state burning issues, which in your opinion, are to be solved with immediate priority.

(i)

(ii)

(iii)

(c) How do you expect to solve them by your management ?

.....
.....
.....

Q.14. According to you, which of the following factors influence negotiation process in your company ?

(a) Personal biases and prejudices of union leader

(b) Attachment of political party

(c) Purely on merits

(d) Prevailing industrial environment

(e) Other (Please specify) _____

Q.15. Which of the following machineries do you use to resolve problems to maintain industrial relations in your company ?

(a) Mutual discussion

(b) Arbitration

(c) Adjudication

(d) Conciliation

(e) Other (Please specify)

Q.16. What is your experience with regards to the behavior and treatment From management at the time of discussion of labour issues ?

Q.17. Suggestions to strengthen industrial relations in your company :

1.

2.

3.