APPENDIX Q. 1

Code W/ ___________
Date: ___________

LABOUR-MANAGEMENT RELATIONS

Questionnaire-cum-Interview Schedule for WORKERS

Prepared by:

Hasmukh D. Savilani, M.Com.,
Lecturer, Post-graduate Department
of Commerce,
Sardar Patel University,
VALLABH VIDYANAGAR - 388 120
(Kheda Dist., Gujarat)

N.B.: Information collected will be kept confidential and used for Ph.D. purpose only.

I. Designation ________________ Dept./Sec.__________________________
Qualification __________________________ Age __________ yrs.
Training ____________________________
Experience: In this company ____ yrs. Elsewhere ____ yrs.
Doing any other job? ____________________________
Total monthly income Rs. ________________

II. 1. How could you get this service? ____________________________

2. Kind of your present job: (Please mark).
   (i) Temporary □. Permanent □. On Probation □
       Casual □
   (ii) Simple □. Hard □ Attractive □.
       Challenging □.

3. Do you have adequate working facilities? (e.g. Air, light, machines, tools, etc.) ______

4. Would you like to do some other job in this or any other department? ______. Name of the job: ______
   Reason: ____________________________________________

5. Are you satisfied with the promotion policy and practice of the company? ________________
   If not, the reason: ____________________________________________

6. Have you ever been suspended? ______
   Reason: ____________________________________________

contd...2
7. How are your wages? (looking to the following points:)
(a) Risk ______ Adequate/Inadequate.
(b) Physical strain ______ Adequate/Inadequate.
(c) Knowledge_______ Adequate/Inadequate.
(d) Responsibility _____ Adequate/Inadequate.

III. (A) Tick mark against the characteristics of your supervisor/Foreman:
- He takes interest in understanding the problems of workers.  
- He treats workers as human beings.  
- He listens to workers and does something.  
- He suggests how to improve work.  
- He recommends fair and impartial promotions.  
- Management gives weight to his words and recommendations.  
- He never complains against workers.  
- He inspires workers to give suggestions and accepts them.  
- Workers can meet him without fear and hesitation.  
- He takes due care of supply and maintenance of proper tools and equipments.  
- He informs changes in time.  
- He appreciates good work.  
- Any other ______________________

(B) How are your relations with your Supervisor/Foreman?
*Excellent ☐,

(C) Any specific complaint for your supervisor:

(D) Can you tell your difficulties to your supervisor without hesitation? _______.  
Generally what difficulties do you tell him? _______
(B) Does he solve them or avoid them?

(P) Does he listen to your family problems?

IV. (A) Tick mark against the characteristics of your management/company:

Thereafter give THREE ranks only (1, 2 and 3) to them as per your order of preference:

- Company gives good wages.
- Management provides good working facilities.
- There are good chances for promotion.
- Good training is available.
- Company is financially sound.
- No victimisation of workers.
- Workers have participation in production and management.
- Good bonus is given.
- There are good labour welfare amenities.
- Any other.

(B) How are your relations with management? (_/ mark)

Good □. Tense □. Satisfactory/Peaceful □. Excellent □.

(C) Any specific complaint against management:

(D) Any suggestion for management:

(B) Have you ever met your General Manager? ___When?___

Your experience:

(F) Have you ever met any other personnel in the top management? _______ When? _______

Your experience:
V. 1. Name of the Union, of which you are a member:_____
2. If you are not a member of any Union, reason for that:____________________________________
3. If you are a member, the reason of joining the Union:____________________________________
4. Were you a member of any other union before this?____ Why did you leave that Union? ______________________
5. What functions do you expect from your Union?  
(a) ___________________ (b) ____________________
6. What problems have been solved by your Union?  
(1) __________________________________________  
(2) __________________________________________
7. What problems have not been solved by your Union?  
(1) __________________________________________  
(2) __________________________________________
8. Do you personally like strike? _______.  
Reason: __________________________________________
9. What should be the other measures for getting your demand accepted?  
(1) ___________________ (2) ___________________  
(3) ___________________ (4) ___________________

VI. (A) Tick mark against the characteristics of leaders of your Union:
- They do not misguide.  
- They listen to your difficulties.  
- They also understand the views and difficulties of management.  
- They take workers into confidence before declaring strike etc.  
- They have trust in you.  
- You have trust in them.  
- They have achieved many benefits for you.  
- They can't be purchased by the management.  

- They are non-violent
- Any other

(B) Are you satisfied with union leaders? ____________________
(C) Any complaint against one or more union leaders

(D) If workers represent their own case to management
   (write Yes or No)
   (i) Would Union like it? ________
   (ii) Would Management like it? ________

VII. (A) Name of the committee of which you are a member:

   (B) Do you attend it?
      Regularly ☐. Generally ☐. Some times ☐. Never ☐

   (C) Are you satisfied with the working of the committee?
      If not, reason

VIII. While working under your supervisor/foreman:

   (1) Your most pleasant occasion ____________________________

   (2) Your most unpleasant occasion __________________________

IX. When were you most satisfied with your management? ______

   When were you most angry with your management? ______

X. Your suggestions for better labour management relations:

Thanks.
LABOUR-MANAGEMENT RELATIONS

*QUESTIONNAIRE-CUM-INTERVIEW SCHEDULE*

FOR

SUPERVISORS/FOREMEN/INCHARGE/ENGINEERS ETC
(i.e. First Line Supervisors)

Prepared by:-
Hasmukh D. Savilani, M.Com.
Lecturer,
Postgraduate Department of Commerce,
Sardar Patel University,
VALLABH VIDYANAGAR - 388 120
(Kheda District, Gujarat)

N.B.: Information collected will be kept confidential and used for Ph.D. purpose only.

(A) PERSONAL BIO-DATA
Designation ____________________ Dept./Sec. ____________________
Qualifications ______________________ Age _________
____________________________________
Training ________________________________
Experience (a) In this company: ________________________________
(b) In previous organisations, if any: _______________________
Native place: ________________ Mother Tongue: ____________
Do you know Gujarati? ____________

(B) RELATING TO WORK & SUBORDINATES
1. Total No. of subordinates presently working under your supervision _______
2. Their different categories __________, __________, __________, __________.
3. Nature of your duties (Please tick mark):
   (a) Planning and scheduling of production, ________
       manpower ______ and Materials _____________
   (b) Work assignment ______________. Direction __________
   (c) Coordination __________ Supervision __________
   (d) Informing/issuing instructions to people __________
   (e) Reporting to higher authorities __________
   (f) Participation in the selection procedure of employees ______
   (g) Receiving & hearing grievances ____
       Solving grievances ______
   (h) Training to subordinates ____
   (i) Any such other activity ______

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Hasmukh D. Savilani, M.Com.
Lecturer,
Postgraduate Department of Commerce,
Sardar Patel University,
VALLABH VIDYANAGAR - 388 120
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4. In which activities, mentioned above, your
   (i) maximum time and energy are utilised? ______, ______, ______, ______, ______, ______.
   (ii) minimum time and energy are utilised? ______, ______, ______, ______, ______, ______.

5. Frequent problems/grievances, received from your
   subordinates: (a) __________ (b) __________
   (c) __________ (d) __________

6. Specific problems/grievances received from your
   subordinates: (a) __________ (b) __________
   (c) __________ (d) __________

7. (i) Is there a formal Grievance Handling Procedure in
       your organisation? ______
   (ii) How many of your subordinates make use of that?
       (Please / mark)
       Most ☐. Some ☐. Very Few ☐
   (iii) Give reasons for the limited use of Formal
         Grievance Handling Procedure

8. Do you solve their problems? (Please / mark):
   Generally ☐ Sometimes ☐ Rarely ☐ Never ☐

9. Under what circumstances, your subordinates complain
    against you to your superior/their union-leaders?

10. Under what circumstances you complain against your
    subordinate to your superiors?

11. What grievance, raised by your subordinates, has taken
    a shape of serious general problem?

12. Give approximate percentages in the following cases:
    (a) Subordinates feeling friendly with you ______
    (b) Subordinates feeling reserved with you ______
    (c) Subordinates that have to be scolded by you
        (i) Rarely ___% (ii) Frequently___% (iii) Moderately___%
    (d) Subordinates liked by you most ___%
        Reasons_________________________________________
    (e) Subordinates disliked by you ___%
        Reasons_________________________________________
(f) Subordinates bringing their family/domestic problems _____% Enumerate types of such problems

13. Was there any quarrel between you and anyone or more of your subordinates in this organisation? ______
   No. of subordinates involved: _____
   Reasons __________________________
   Result __________________________

14. How do you encourage and accept any suggestion from your subordinates? __________________________

15. Do you find any communal or linguistic or such other conflict among your subordinates? Please explain in brief:
   Is they rot? ______

16. Please _/ mark against the characteristics of your subordinates mentioned in the following table:

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Mostly</th>
<th>Generally</th>
<th>Some</th>
<th>Very few</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sincere &amp; committed</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Hardworking</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Peaceful</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Violent</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Know their job</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Like their job</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Respectful to you</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Any such other</td>
<td>______</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>

17. Please specify the characteristics of union-leaders of your workers in the following: (_/ mark):

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Mostly</th>
<th>Generally</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) They are peaceful</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>(b) They are considerate</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>(c) They guide &amp; educate the workers</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>(d) They are adamant</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>(e) They understand management's problems</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>
18. Are you satisfied with your present job? 
   The most important reason: 

19. Are you satisfied with your present lot of subordinates? 
   The most important reason: 

20. Do you think that the management requires to be reformed for 
    better labour-management relations? 
   How? 

21. Any suggestion/s to improve labour-management relations among 
    the employees of your dept./section and the management:  

***
LABOUR-MANAGEMENT RELATIONS

| No. Mgt./ | Date: |

QUESTIONNAIRE-CUM-INTERVIEW SCHEDULE FOR THE MANAGEMENTS OF INDUSTRIAL UNITS

Prepared by:
Hasmukh D. Savilani, M.Com.
Lecturer,
Postgraduate Department of Commerce,
Sardar Patel University,
VALLABH VIDYANAGAR - 388 120

N.B.: Information collected will be kept confidential and used for my Ph.D. purpose only.

ORGANISATION:
1. Please provide a copy of the organisational chart of your company, specially showing the Personnel and/or Industrial Relations Department/Section.

EMPLOYMENT & SERVICE CONDITIONS:
2.1 (a) Types and No. of work-force:
   Regular (Permanent) _______ Casual (Daily) Workers_____
   Badli workers ___________ Contract workers ________
(b) Managerial and Supervisory staff _________
   Office staff ______________

2.2 Methods of Recruitment: (Please Tick mark):
   • Advertisement _______ • Employment Exchange _________
   • Direct Recruitment (e.g. at factory gate) _________
   • Recommendations/References ____ • Internal promotion____
   • Any other _______________________

2.3 Selection procedure: ________________________________

2.4 Any Man-power Planning Scheme? ____________________

2.5 Any surplus workforce? (considering leave & absenteeism, etc.): ________________________________

2.6 Do you prepare Job-Analysis and/or Job-Specification? (If yes, please furnish a copy) ____________________

2.7 Main contents of service terms & conditions.
   (For this, please provide a copy of Appointment Letters and Confirmation Letters).

2.8 (a) No. of occasions, when the changes have been made in the service-conditions ________
(b) Any legal procedure followed ________
PROMOTION, TRANSFERS, SEPARATIONS, DISMISSAL, ETC.:

3.1 Are workers promoted to supervisory level? ______________

3.2 Do you have formalised promotion procedure? ______________
   If yes, please furnish a copy of promotion rules/manuals, if any.
   If not, please mention the basis of promotion ______________

3.3 Basis of transfer (Please /):
   Extra-ordinary performance ______ Personal reasons/request____
   Poor performance ______ Other reasons (mis-conduct, inter-group clash, etc.) ______

3.4 (a) Rates of absenteeism during last 5 years:
   ______, ______, ______, _______, ________.
   (b) What should be the normal rate of absenteeism? ______
   (c) Main causes for higher absenteeism, if any? ______
   (d) Any method adopted to reduce it ______

3.5 Main reasons for suspensions ______________________________

3.6 Main reasons for resignations ______________________________

3.7 Main reasons for dismissals ________________________________

WORKING CONDITIONS & WELFARE AMENITIES:

4.1 No. of shifts ______ Timings ______, ______, ______, ______.
   No. of workers in each shift: 1st ____ 2nd ____ 3rd ____

4.2 Specific working facilities provided in addition to the
compliance of provisions under Factory Act, 1948.

4.3 Brief details of housing accommodation:
   Any township ______ Distance from factory ______
   No. of employees to whom houses are provided ______
   No. of employees on waiting list ______
   Any plan to accommodate these aspirants ______
Complaints about the problem of accommodation __________

Conveyance provided by the company to reach the factory premises __________________

4.4 Other amenities/fringe-benefits provided: ________________

4.5 Annual expenditure incurred on these amenities during last 5 years Rs._____, Rs. _____, Rs. _____, Rs. ___ Rs.__

4.6 Do you feel that the workers are antagonistic to the management inspite of all these amenities? __________
If so, main reason? __________________
OR Workers feel obliged for such amenities: (Please /)
Majority _____ Some _____ Very few _____

TRADE UNIONS:

5.1 Registered Unions: (1) ____________________________
(Names)
(2) ____________________________

5.2 Recognised Union:

Basis of Recognition ____________________________
Any claim for recognition? ____________________________

5.3 Co-operation received from the Unions in carrying out the production work: (Please /):
Sufficient _______ Ordinary _______
Significant _______ Extra-ordinary _______

5.4 No. of bipartite agreements entered into with your union so far __________________________________
Brief details (or a copy of each) ____________________________

5.5 Do you believe that a strong and responsible union is an asset to the organisation? ____________________________

5.6 Is your union strong and responsible? ____________________________

5.7 How do you feel with strong unions? ____________________________

5.8 How do you deal with issues, which are not in your power of settlement? ____________________________
5.9 Do you think that disputes can be settled more amicably and quickly, if there is no union? ______ How? ________

5.10 Is there any trade union rivalry in this Unit? __________
Its impact on industrial harmony in this Unit? __________

5.11 Your opinion about your trade union leaders:
They are: (a) Popular/Unpopular (b) Selfish/selfless (c) Misleading or Educating workers (d) Constructive/destructive/militant. Any other ________

LABOUR-MANAGEMENT CO-OPERATION AND WORKERS' PARTICIPATION:

6.1 (a) Statutory Committees and Non-Statutory Committees/Councils formed:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Committee/Council</th>
<th>Composition</th>
</tr>
</thead>
</table>

6.2 Do you like worker's or Unions' participation in the decision-making process of the following? Yes/No
(a) Recruitment ____ (b) Training programme ____
(c) Disciplinary Action ____ (d) Dismissal/suspension____
(f) Welfare and social activities _____

6.3 Any other scheme followed for workers' participation:

COMMUNICATION:

7.1 What information is given to new employees and to the transferred employees to enable them to understand their new jobs, their prospects and other similar matters?

7.2 In what manner do the managers and supervisors hold regular (formal or informal) meetings with their workgroups about management's plans and proposals?

7.3 Any instance when the dispute/conflict has taken place due to lack of clear instruction and/or clear definition of authority of supervisor or/and other officials?
7.4 Does company willingly give information about its plans, policies and finances to the leaders of recognised trade-unions for the purpose of negotiations? ________________

7.5 Do your employees make suggestions? Never/Sometimes/Frequently.
Method of suggestion scheme _____, _____
How do you reward them for their valuable suggestions?

Percentage of suggestions put into action during last five years: _____, _____, _____, _____, _____.
(Approximately).

7.6 Other methods followed for communication: ________________

MACHINERY FOR SETTLEMENT OF DISPUTES:

8.1 Main Disputes taken place so far: ________

8.2 Do you like personal discussion and mutual consultation for better industrial relations than the existing machinery for settlement of industrial disputes? ________________

8.3 Which management's cadre is authorised to negotiate and/or bargain with union? (General Manager, Personnel Manager, Plant Manager, etc.)

8.4 Has the non-availability of the authorised executive been ever responsible for delay and intensification of the disputes? How? ______________________________________

8.5 Do you feel that collective bargaining can be successful in improving industrial relations? _____ If not, why?____

8.6 Do you have Grievances? Yes/No
How much time does it take to solve a grievance? ________
Is there any time limit for this? ________
Any unsettled grievance which has taken a shape of general dispute and resulted into general reaction __________________

8.7 If there is no Grievance Procedure, how are grievances processed? ________________________________________________
8.8 When do you prefer conciliation machinery? ________________
   Does this machinery bring amicable solution? ________________

8.9 When do you prefer 'compulsory adjudication'? ________________
   Does this machinery bring amicable solution? ________________
   Do you feel compulsory adjudication curtails contractual freedom and entails avoidable delay and expenditure? ______
   How? __________________________________________________________________________

8.10 Have you ever sought the help of 'voluntary arbitration'? ________________

8.11 (a) Have you sometimes given up an standard method of charge-sheet, inquiry and punishment in favour of motivational approach? ________________
   If so, give details __________________________________________________________________

(b) Have any employee responded positively to this approach? ________________

(c) Your experience in this regard ______

MISCELLANEOUS:
9.1 Does the immature behaviour of the new and inexperienced supervisors/foreman create labour problems? ________________
   How do you tackle these problems? __________________________________________________________________

9.2 Don't you think that the Govt. and labour laws have given too much of latitude to the workers and trade unions? ______
   How? __________________________________________________________________________

9.3 Do the workers/unions follow unfair labour practices? ______
   If yes, mention such practices: ________________

9.4 (a) Pattern or style of your present management: (Please /)
   .Authoritarian . Benvolent .Democratic (consul-
   .Any other ______
   (b) What changes you have noticed in the pattern of management since beginning? ________________________________

9.5 (a) Labour-Management Relations in your unit:
   .Excellent _____ Satisfactory ______. Poor ______
   (b) Main reasons for poor relations ________________________________
   (c) Your suggestions: for improving/betterment of relations: ________________________________
APPENDIX Q.4

LABOUR-MANAGEMENT RELATIONS

* Questionnaire-cum-Interview Schedule for

TRADE UNION LEADERS

Prepared by:
Hasmukh D. Savilani, M.Com.
Lecturer,
Postgraduate Department of Commerce,
Sardar Patel University,
VALLABH VIDYANAGAR - 388 120
(Kheda District, Gujarat)

I: PERSONAL BIO-DATA:
* Full Name: ___________________________ Age: __________
* Qualifications: ___________________________
* Training: ______________________________
* Usual Profession/Occupation: ________________
* Experience: (a) As worker, if any ________ years.
   (b) As trade Unionist ________ years.
   (c) Any occupation/profession: ____ years.
* Source of Income: __________________________
* Liability, if any: __________________________
* Other activities: __________________________
* What initiated you to plunge into the trade union movement? ______________________________

II: REGARDING UNION ACTIVITIES:
(A) 1. Name of the Union __________________________
   2. Date of Registration __________________________
   3. Central Organisation to which Union is affiliated __________________________
   4. Date of such affiliation __________________________
   5. Allegiance to political party/institution/ideology, etc. (Name it): __________________________
   6. Date of Recognition, if recognised: __________________________
   7. Basis of recognition: __________________________
   8. Difficulties in getting recognition from the management: __________________________
   9. Details of legal adviser, appointed, if any ________
   10. Present membership ________ Percentage ________
   11. Membership Fee Rs. ________ per ________ (mode).
12. Method of collection of dues: _________________________
   (Members pay themselves/ Your men approach them/ 
   Check-off system/ any, others).

13. Composition of Managing/Executives Body ________________

14. No. of outside office-bearers: ____________________________

15. Your views regarding 'outsider leadership' ________________

16. Approximate No. of members who devote adequate time for the union activities: ______

(B) 1. Who negotiate with the management on behalf of the union for setting contract clauses? ________________

2. No. of agreements, struck by the union so far ________________

3. No. of breaches of agreements by either party? ________________ Reasons ________________

4. Has the management ever victimised workers for union activities? In what way? ________________

5. Details of attempts made by the management to put down union activities: ________________________

6. Any 'Divide & Rule' policy followed by management? ______
   How? ________________________

7. Particulars of instances, when management dealt directly with individual worker (and not with union) ________________

8. Any Grievance Handling Procedure? ____________

9. Is it satisfactory to you? ________________

(C) 1. Have you ever resorted to organise a strike? ________________

2. Sr.  Period  Total  Cause  Response of  Result
   No. From  To  days  workers (involvement)

   1. ________________

   2. ________________

3. Types of strikes observed: ________________________________

4. Authority which takes a decision for strike: ________________

5. How do you consult the workers before announcing a strike? ________________________

6. Any strike declared illegal: ______________________________

7. Any failure of strike due to non-cooperation of workers: ________________

8. Has your union ever resorted to 'Gherao'? ________________
   When: _______  Why? _______
9. Factors responsible for absence of or negligible strikes, if any:

10. In case of 'lockout':
   (a) Period of lockout: _______ Reason: ________________
   (b) Action taken by union _______________________________
   (c) Response of the workers ____________________________
   (d) Ultimate result ___________________________________

11. Do you have faith in conciliation machinery? _____________
    Reasons ____________________________________________

12. Do you prefer compulsory arbitration/adjudication? _______
    Reasons ____________________________________________

(D) 1. Your views regarding the functioning of the following:
    (in this unit):
    (a) Works Committees: _________________________________
    (b) Joint Management Councils: _______________________
    (c) Joint Consultative Committees: _____________________
    (d) Safety Councils: _________________________________
    (e) Any other committee: _____________________________

2. Your specific complaints, if any, against: (in this unit):
    (a) Supervisors/Chargemen/Foreman/Officers: _____________
    (b) Labour Officer: _________________________________
    (c) Labour Welfare Officer: __________________________
    (d) Plant Manager: _________________________________
    (e) Personnel Officer/Industrial Relations Officer: ______
    (f) General Manager: _______________________________
    (g) Managing Director/Chairman: ______________________

3. Your good remarks, if any, regarding any one or more as above:
    (a) ___________________________ (b) _______________________
    (c) ___________________________ (d) _______________________
    (e) ___________________________ (f) _______________________
    (g) ___________________________

4. Do you make suggestions to the management? (Yes/No) ______
   Subjects of suggestions: _______________________________
   Experience regarding management's response: ____________
5. On what matters, does the management consult you? 

6. Attitude of the management towards your union: 
   (Co-operative, indifferent, negligent, hostile, etc.)

(B) 1. Steps taken by the Union to train the workers for their duties: 

2. Any inter-union-rivalry in this unit? Yes/No. 
   How? 

3. Approximate proportion of your time and energy devoted to: 
   (i) the individual problems ___% (ii) the collective problems ___% 

4. Main achievements of your Union: 
   (1) 
   (2) 

5. Your best achievement as a union leader in this Unit: 

6. Your worst failure 

7. Your proposals to improve the lot of the labour 

8. Your views on workers participation in Management: 

9. Your suggestions to improve the labour-management relations in this unit: 

Thank you.