APPENDICES
APPENDIX - I

DEPARTMENT OF ECONOMICS
BANGALORE UNIVERSITY
BANGALORE – 560 056

INDUSTRIAL RELATIONS IN TRANSPORT SECTOR –
A STUDY IN K.S.R.T.C.

(All the information will be treated as strictly confidential)

INTERVIEW SCHEDULE FOR WORKERS

<table>
<thead>
<tr>
<th>No</th>
<th>Question</th>
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<tbody>
<tr>
<td>1</td>
<td>PERSONAL DATA</td>
</tr>
<tr>
<td>1.1</td>
<td>Name</td>
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<td>1.2</td>
<td>Address</td>
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<td>1.3</td>
<td>Age</td>
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<td>1.4</td>
<td>Education</td>
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<tr>
<td></td>
<td>a) General</td>
</tr>
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<td></td>
<td>b) Technical</td>
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<tr>
<td>1.5</td>
<td>Marital Status</td>
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<td></td>
<td>Married/Unmarried</td>
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<td>1.6</td>
<td>Date of joining the organisation</td>
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<td>1.7</td>
<td>Designation when joined</td>
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<td>1.8</td>
<td>Designation at present</td>
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<tr>
<td>1.9</td>
<td>Nature of work</td>
</tr>
<tr>
<td></td>
<td>a) Skilled</td>
</tr>
<tr>
<td></td>
<td>b) Unskilled</td>
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<tr>
<td></td>
<td>c) Semi-skilled</td>
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<td></td>
<td>d) Any other, specify</td>
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<tr>
<td>1.10</td>
<td>Wage/Salary</td>
</tr>
<tr>
<td></td>
<td>a) Daily</td>
</tr>
<tr>
<td></td>
<td>b) Monthly</td>
</tr>
<tr>
<td>1.11</td>
<td>Total member of earners in the family</td>
</tr>
<tr>
<td>1.12</td>
<td>Total family income per month</td>
</tr>
<tr>
<td>1.13</td>
<td>Total number of dependents</td>
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</tbody>
</table>
2) **EXISTING INDUSTRIAL RELATION**

2.1. Are you satisfied with your present wage ratio  
a) Yes  
b) No  
If ‘No’ how much wage do you expect  
a) 3000-4000  
b) 4100-6000  
c) 6100-8000  
d) Above 8000  

2.2. How do you compare your wage with other organisations?  
a) Higher  
b) Equal  
c) Lower  
d) Don’t know  

2.3. Do you like your job?  
a) Yes  
b) No  

2.4. Do you have job security?  
a) Yes  
b) No  

2.5. Are you satisfied with the working conditions?  
a) Yes  
b) No  

2.6. Are you satisfied with the promotion opportunities?  
a) Yes  
b) No  

2.7. How interesting do you find your job?  
a) Interesting  
b) Partial interesting  
c) Neither boring nor interesting  

2.8. Job sufficient of the workers in KSRTC  
a) High  
b) Medium  
c) Low
2.9. How tired does your job leave you at the end of the day?
   a) Tired
   b) Very tired
   c) Slightly tired
   d) Not tired at all

2.10. In your organisation whether the workers are
   a) Work hard
   b) Work moderately
   c) Do not work hard
   d) Don’t know

2.11. What incentives will contribute more towards raising revenue?
   a) Financial benefits
   b) Security of job
   c) Upward mobility
   d) Better working conditions
   e) Technology improvement
   f) Any other

3) WORKERS PARTICIPATION IN MANAGEMENT

3.1. Do you act wholly according to the instructions of the supervisors?
   a) Yes
   b) No

3.2. Do you allowed to work certain things on your own in the organisation?
   a) Yes
   b) No

3.3. How close is the supervision by the supervisor in the workspot?
   a) High
   b) Moderate
   c) Low

3.4. Have you ever made a suggestion to your supervisor?
   a) Yes
   b) No
c) Some times
d) Many times
If ‘yes’, how?

If ‘No’, why?

3 5 Does your supervisor welcome your suggestion?
a) Always
b) Sometimes
c) Many times
d) Never

3 6 How often does your supervisor call group meetings?
 a) Daily
 b) Weekly
 c) Monthly
 d) Quarterly
 e) Yearly

3 7 Do you allowed to speak your mind to the supervisor in group meetings
 a) Always
 b) Sometimes
 c) Many times
 d) Never

3 8 Do you think this type of meetings should be conducted often
 a) Yes
 b) No
 c) No opinion

If ‘Yes’, how it is useful?
How far useful are the following committees

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Committee</th>
<th>Useful</th>
<th>More Useful</th>
<th>Slightly Useful</th>
<th>Useless</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Production cum Grievance Committee</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Production cum Enterprise Committee</td>
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<td>3</td>
<td>Implementation Committee</td>
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<td>4</td>
<td>Provident Fund Sub Committee</td>
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<td>5</td>
<td>Educational Assistance Fund Committee</td>
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<td>6</td>
<td>State Level Sports and Cultural Committee</td>
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<td>7</td>
<td>Canteen Committee</td>
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<td>8</td>
<td>Educational Committee</td>
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<td>9</td>
<td>Medical Committee</td>
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<td></td>
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<tr>
<td>10</td>
<td>Any other, specify</td>
<td></td>
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</tbody>
</table>

What are you doing in connection with the working of these Committees

A) Are you participating in these Committees?
   a) Yes
   b) No

B) Have you cast vote to elect worker's representatives for these Committees?
   a) Yes
   b) No
   If 'No', why?

C) Have you read the notice board with respect to the decisions taken by these Committees?
   a) Yes
   b) No
   If 'No', why?
D) Have you given suggestions to the Members of these Committees?
   a) Yes
   b) No
   If ‘No’, why?

3.11 Do you say that the representatives of these Committees should be elected by the workers
   a) Yes
   b) No
   If ‘No’, why?

3.12. Do you say that the representatives of all these Committees should be elected or selected by the management
   a) Yes
   b) No
   If so, give reasons

3.13 Would you think that the present number of meetings held or conducting by these Committees are adequate
   a) Yes
   b) No
   If ‘No’, would you like to have more number of meetings to be held?

3.14. Do you say that more powers should be given to these Committees?
   a) Yes
   b) No
   If ‘No’, why?

3.15. Do you think that the management should consult the trade union’s before they take any decision regarding workers?
   a) Yes
   b) No
   If so, why?
3.16. Do you accept the decisions taken by Committees should be binding?
   a) Yes
   b) No

3.17. Do you suggest that the workers representatives should be allowed to become members of the Board of Directors (B.O.D’s)?
   a) Yes
   b) No
   If so, give reasons

3.18. Are you the member of any Committee/s?
   a) Yes
   b) No
   If ‘Yes’ what Committee/s

   If ‘No’ give reasons, would you like to become member of any Committee?

3.19. How far the management encourages workers’ participation?
   a) High
   b) Moderate
   c) Low
   d) Nil

3.20. Whether these Committees able to represent your point of view?
   a) Yes
   b) No
   If ‘No’ do you think that they are generally unable to do so?
   a) Yes
   b) No
   c) No opinion
4) TRADE UNIONS

4.1. Are you the member of any trade union?
   a) Yes
   b) No
   If "Yes", mention the name of the trade union.
   If "No" what are the reasons.
   a) Multiplicity of union
   b) Union does not do anything substantial
   c) Domination of unions by politics
   d) Outside leadership
   e) Any other, specify.

4.2. Why did you join the union?
   a) Job security
   b) To get wages, bonus and allowances
   c) To get welfare facilities
   d) Any other, specify.

4.3. Have you changed the membership?
   a) Yes
   b) No
   If "Yes" give details

<table>
<thead>
<tr>
<th>Name of the Union</th>
<th>Joined on</th>
<th>Left on</th>
<th>Reasons for change</th>
</tr>
</thead>
</table>

4.4. How often do you visit union office?
   a) Daily
   b) Weekly
   c) Monthly
   d) Often
   e) Occasionally
   f) Never
4.5. What type of work do you generally do for the Unions?
   a) Financial support including fund collection
   b) Active participation in dharna and strikes
   c) Organising meetings
   d) Others.

4.6. How is your union useful to workers?
   a) Very useful
   b) Useful
   c) Moderately useful
   d) Slightly useful
   e) Useless

4.7. What more it should do to become more useful?
   a) To get raise in wages
   b) To get safeguard against victimization
   c) To solve individual grievances
   d) To maintain strength in unity

4.8. a) Do you find any difference between the member and non-member?
      a) Yes
      b) No
      If so, specify reasons

      b) Are you willing to continue as a member of the union?
      a) Yes
      b) No
      If so, specify reasons

4.9. Do you think the unions fulfill the interests of the leaders instead of workers?
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly Disagree
4.10. Do you like your union?
   a) Yes
   b) No
   If so, specify reasons

4.11. Do you willing to make sacrifices for the Union?
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly Disagree

4.12. Under any circumstances do you like to join a different Union.
   a) Yes
   b) No
   If so, specify reasons

4.13. Do you get co-operation from other Unions?
   a) Yes
   b) No
   If ‘Yes’, how much co-operation you are getting from other union leaderrs?
   a) High
   b) Moderate
   c) Low
   d) Nil

4.14. a) How many unions are there in KSRTC?

   b) Do you suggest there should be only one union in KSRTC?
     a) Yes
     b) No
     If so, specify reasons

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4.15. In the proceeding years to what extent the union has been successful in negotiating with the management?
   a) Successful
   b) Partly successful
   c) Unsuccessful

4.16. In successful cases what were the main factors responsible for success to reach the agreements?
   a) Solidarity of workers
   b) Justified demands
   c) Capable union leaders
   d) Co-operative attitude of management
   e) Any other, specify.

4.17. What are the factors responsible for the failure of the union in negotiations?
   a) Disunity of workers
   b) Unjustified demands
   c) Non-co-operative attitude of management
   d) Incomplete leadership
   e) Any other, specify.

5) STRIKES AND WELFARE FACILITIES

5.1. Do you participate in strikes?
   a) Yes
   b) No
   If ‘Yes’
   a) In all
   b) Some
   c) Few

5.2. Why did you participate in some of the strikes?
   a) For fulfilment of demands
   b) To follow the majority decisions
   c) Call from the union
   d) Any other, specify.
5.3 Why you were not participated in some of the strikes?
   a) Fear of victimization
   b) Strike was illegal
   c) Strike by other unions
   d) Other reasons

5.4 How do you react to the following

(i) The only way to improve workers conditions of work is to struggle
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly Disagree

(ii) Strikes are very useful in raising the wages of the workers
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly Disagree

(iii) Strikes make management to realise that the workers are big force
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly Disagree

(iv) Strong action should be taken by the management against those who go on illegal strike
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly Disagree
(v) Sometimes the workers should go and gherao the managing director until he agrees to the demands of the workers

a) Strongly Agree
b) Agree
c) Undecided
d) Disagree
e) Strongly Disagree

(vi) Go slow, tools down, work to rule are lawful methods to achieve workers rights

a) Strongly Agree
b) Agree
c) Undecided
d) Disagree
e) Strongly Disagree

5.5 Do you feel that incentive payments makes you work hard?

a) Yes
b) No
c) No opinion

5.6 To what extent are you satisfied with the following welfare facilities provided by the management?

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Facility</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
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<tbody>
<tr>
<td>1</td>
<td>Housing</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Provident Fund</td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Medical</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Canteen</td>
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<tr>
<td>5</td>
<td>Transport</td>
<td></td>
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### APPENDIX – II

**INTERVIEW SCHEDULE FOR TRADE UNION LEADERS**

<table>
<thead>
<tr>
<th>1) PERSONAL DATA</th>
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<tbody>
<tr>
<td>1 1 Name</td>
</tr>
<tr>
<td>1 2 Age</td>
</tr>
<tr>
<td>1 3 Education</td>
</tr>
<tr>
<td>a) General</td>
</tr>
<tr>
<td>b) Technical</td>
</tr>
<tr>
<td>1 4 Date of joining the organisation</td>
</tr>
<tr>
<td>1 5 Department</td>
</tr>
<tr>
<td>1 6 Designation when you joined</td>
</tr>
<tr>
<td>1 7 Designation at present</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2) TRADE UNIONS</th>
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</thead>
<tbody>
<tr>
<td>2 1 What is the name of your union?</td>
</tr>
<tr>
<td>2 2 What office do you hold in the union?</td>
</tr>
<tr>
<td>2 3 Is your Trade Union affiliate to any Central Trade Union Organisation?</td>
</tr>
<tr>
<td>a) Yes</td>
</tr>
<tr>
<td>b) No</td>
</tr>
<tr>
<td>If ‘Yes’ to which organisation?</td>
</tr>
<tr>
<td>2 4 Is your union recognised?</td>
</tr>
<tr>
<td>a) Yes</td>
</tr>
<tr>
<td>b) No</td>
</tr>
<tr>
<td>If ‘Yes’, when was it recognised?</td>
</tr>
<tr>
<td>2 5 Whether the facilities provides by the management to the recognised union is</td>
</tr>
<tr>
<td>a) Adequate</td>
</tr>
<tr>
<td>b) Not adequate</td>
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<tr>
<td>c) No facilities are provided</td>
</tr>
<tr>
<td>2 6 If your union is unrecognised then the facilities provided to your union are</td>
</tr>
<tr>
<td>a) Adequate</td>
</tr>
<tr>
<td>b) Not adequate</td>
</tr>
<tr>
<td>c) No facilities are provided</td>
</tr>
<tr>
<td>2 7 What additional facilities should be provided to the unrecognised union?</td>
</tr>
</tbody>
</table>
2.8. (a) How many unions are there in KSRTC?

(b) What are the reasons to exist so many unions in KSRTC?
   a) Inter Union and Intra union rivalry
   b) Outside political leaders and different political ideologies
   c) Any other, specify.

2.9. What were the factors which led to the formation of your Union?

2.10. What were the results of multiplicity of unions in your organisation?
   a) Spoiled the peaceful atmosphere
   b) Management benefited
   c) It weakened the trade union movement
   d) Trade union leaders are benefited
   e) Any other, specify.

2.11. What activities are being performed by political leaders to your union?
   a) They helped at the time of strikes
   b) They have helped during the (time of) negotiations with the management.
   c) They have helped during adjudication
   d) They have helped during conciliation
   e) They have helped in solving individual grievances of workers.
   f) They have helped in pressurising the management so as to fulfil the demands.
   g) Any other, specify.

2.12. Whether the politicians role in trade union is
   a) Increasing
   b) Remain the same
   c) Reduced slightly
   d) Reduced greatly
3) UNION LEADERS PARTICIPATION IN DECISION-MAKING

3.1. Are you the member of any Committee in the organisation
   a) Yes
   b) No
   If ‘Yes’ in which Committee or Committees?
   If ‘No’ why?

3.2. What were the major decisions taken in the Committee meetings?
   a) Decisions related to housing
   b) Hospital
   c) Transport
   d) Canteen
   e) Leave
   f) Constitution of other bipartite Committee, etc.
   g) Any other, specify.

3.3. To what extent these decisions were implemented?
   a) All decisions were implemented
   b) Some were implemented
   c) No decision were implemented
   d) Don’t know

3.4. Do you feel that the functions of these Committees should increase?
   a) Yes
   b) No
   If ‘Yes’ suggest the additional functions

3.5. What are the steps taken by the management to encourage workers to participate in decision-making?

3.6. Would you say that the union leaders should be included as members of Board of Directors (B.O.D’s).
   a) Yes    Reasons
   b) No
Do you think that by and large workers have the desire to participate in decision-making?

a) Yes
b) No

If ‘Yes’, how?

If ‘No’ why?

INDUSTRIAL UNREST

In which strike/strikes does your union participated?

What were the chief reasons for disputes in your organisation?

a) Wages, bonus and allowances
b) Service conditions
c) Welfare measures
d) Implementation of M O S
e) Maintaining discipline
f) Others

Which is the most successful method of dispute settlement in your organisation?

a) Collective bargaining
b) Conciliation
c) Voluntary arbitration
d) Adjudication
e) Mediation
f) Any other, specify

If so, why?

To what extent your trade union will bargain in your organisation?

a) High
b) Moderate
c) Low
4.5. What are the difficulties of collective bargaining in your organisation?
   a) Lack of statutory union recognition
   b) Weakness of trade unions
   c) Absence of legal provision requiring employees and workers to bargain in good faith
   d) Absence of statutory recognition of trade unions
   e) Excessive reliance on compulsory adjudication
   f) Any other, specify

4.6 To what extent grievances procedure is working satisfactorily?
   a) High
   b) Moderate
   c) Low

4.7 Are you satisfied with the working conditions?
   a) Yes
   b) No

   If ‘No’ what changes are needed

4.8 Are you satisfied with the welfare facilities
   a) Yes
   b) No

   If ‘No’ what changes are needed

4.9 Are you satisfied with the wage policy?
   a) Yes
   b) No

   If ‘No’ what changes do you suggest

4.10 Are you satisfied with the service conditions?
   a) Yes
   b) No

   If ‘No’ what changes are needed
APPENDIX III

INTERVIEW SCHEDULE FOR MANAGERIAL STAFF

1) PERSONAL DATA

1.1. Name
1.2. Age
1.3. Education  a) General  
               b) Technical
1.4. Designation when joined
1.5. Designation at present
1.6. Length of Service
1.7. Present Salary

2) TRADE UNIONS

2.1. To what extent the trade unions cooperate with the management in your organisation?
   a) High
   b) Moderate
   c) Low

2.2. A) What are the facilities provided by the management to the recognised unions?
   a) Free Pass
   b) Office accommodation
   c) Transfer protection to the office bearers
   d) Any other.

   B) Whether these facilities are
   a) Adequate
   b) Not adequate.
   c) No facilities are provided.

   C) If the facilities are not adequate or not provided what more facilities should be provided to the recognised union?

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2 3 A) What are the facilities provided to the unrecognised Union?

B) Whether the facilities are
   a) Adequate
   b) Not Adequate
   c) No facilities are provided

C) If the facilities are not adequate or not provided, what more facilities should be provided to the unrecognised union?

2 4 (a) How many unions are there in your organisation?

(b) Why there are many unions? Give reasons
   a) Interunion and intraunion rivalry
   b) Outside political leaders and different political ideologies
   c) Any other, specify

2 5 What are the results of multiplicity of unions?
   a) Spoiled the peaceful atmosphere
   b) Management benefited
   c) Trade union leaders are benefited
   d) It weakened the trade union movement
   e) Any other, specify

2 6 Whether the role of outside political leaders in KSRTC trade unions are
   a) Useful
   b) Slightly useful
   c) Harmful

2 7 In your organisation, do the workers participate in trade union activity/activities?
   a) Yes
   b) No
2.8. What are the major issues of disagreement between the union/unions and the management?
   a) Productive aspects
   b) Strikes
   c) Wages
   d) Welfare facilities
   e) Any other, specify.

3) NEED OF WORKERS PARTICIPATION IN MANAGEMENT

3.1. Do you favour workers participation in decision-making?
   a) Yes
   b) No
   If so, in what form and at what level.

3.2. Are you the member of any Committee in your organisation?
   a) Yes
   b) No
   If ‘Yes’ which Committee/Committees?

   If ‘No’ why?

3.3. What were the major decisions taken in the latest Committee meetings?
   a) Decisions related to housing
   b) Hospital
   c) Transport
   d) Canteen
   e) Leave
   f) Constitution of other bipartite Committee, etc.
   g) Any other, specify.
To what extent these decisions were implemented?
e) All decisions were implemented
f) Some were implemented
g) No decision were implemented
h) Don't know

Do the workers' representatives participate in the discussion?
a) Yes
b) No

Do you say that the issues discussed in the Committees are generally relevant?
a) Yes
b) No

Would you like that the functions of the Bipartite Committees should be enlarged?
a) Yes
b) No
If 'Yes', what changes are advisable

What the management has done to encourage workers participation in management?
a) By regularly conducting meetings
b) By introducing awards to workers based on their services
c) Giving meritorious awards for good suggestions from the workers
d) Publishing workers articles in monthly magazines
e) Any other, specify

Would you like that workers should be allowed to become members of the Board of Directors (B O D’s)
a) Yes
b) No
If 'Yes', how?
If 'No', why?
3.10. Do you think that by and large workers have a desire to participate in decision-making?
   a) Yes
   b) No

3.11. How far the workers are knowledgeable to participate in decision-making?
   a) High
   b) Moderate
   c) Low

4) INDUSTRIAL UNREST

4.1. What were the main reasons for disputes in your organisation?
   a) Wages, bonus and allowances
   b) Service conditions
   c) Welfare measures
   d) Implementation of M.O.S.
   e) Maintaining discipline
   f) Others.

4.2. Which is the most successful method of dispute settlement in your organisation?
   a) Collective bargaining
   b) Conciliation
   c) Voluntary arbitration
   d) Adjudication
   e) Mediation
   f) Any other, specify.

If so, why?

4.3. To what extent your trade unions bargain in your organisation?
   a) High
   b) Moderate
   c) Low
4.4. What are the difficulties of collective bargaining in your organisation?
   a) Lack of statutory union recognition
   b) Weakness of trade unions
   c) Absence of legal provision requiring employees and workers to bargain in good faith.
   d) Absence of statutory recognition of trade unions.
   e) Excessive reliance on compulsory adjudication.
   f) Any other, specify.

4.5. What are the causes of individual grievances?
   a) Leave
   b) Basic facilities
   c) Delay increment
   d) Promotion
   e) Working hours
   f) Pay fixation
   g) Miscellaneous (others)

4.6. To what extent grievances procedure is working satisfactorily?
   a) High
   b) Moderate
   c) Low

4.7. Are you satisfied with the working conditions in your organisation?
   a) Yes
   b) No
   If ‘No’ what changes are advisable.

4.8. Are you satisfied with the welfare facilities
   a) Yes
   b) No
   If ‘No’ what changes are needed.
4.9 Are you satisfied with the wage structure?
   a) Yes
   b) No
   If 'No' what changes do you suggest

4.10 Are you satisfied with the service conditions?
   a) Yes
   b) No
   If 'No' would you like to suggest any change