APPENDICES TO CHAPTER I

APPENDIX 1.1
INTERVIEW SCHEDULE FOR WORKERS

Department of Public Administration, Panjab University, Chandigarh

1. ASPIRATION AND SATISFACTION FROM THE JOB

1.1 How far are you satisfied with your present wage?
☐ High ☐ Moderate ☐ Low

1.2 How much do you think should your wage be?

1.3 How do your wages compare with those in other public sector plants in India?
☐ Higher ☐ Equal ☐ Lower ☐ Don't know

1.4 How do your wages compare with those in similar private sector plants?
☐ Higher ☐ Equal ☐ Lower ☐ Don't know

1.5 How do your wages compare with other industries in this state?
☐ Higher ☐ Equal ☐ Lower ☐ Don't know

1.6 What post are you holding at present?

1.7 For what job do you consider yourself to be fit?
(a) At present ________________________
(b) At the time of retirement_____________

1.8 How interesting do you find your work?

<table>
<thead>
<tr>
<th>Interest</th>
<th>Interesting but sometimes boring</th>
<th>Neither boring nor interesting</th>
<th>Boring but sometimes interesting</th>
<th>Boring</th>
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1.9 How tired does your job leave you at the end of the day?
☐ Very tired ☐ Tired ☐ Slightly tired ☐ Not tired at all

1.10 If the conditions of service were to remain the same would you like to change your present service or would you like to continue in this plant?
☐ Change ☐ This plant

1.11 (If change preferred) Why?
1.12 In your work, do you act wholly according to the instructions of the supervisor, or are you allowed to do certain things of your own also?
☐ Many times ☐ Sometimes ☐ Never

1.13 How close is the supervision by the supervisor in your work?
☐ High ☐ Moderate ☐ Low

1.14 Some people say that in the public sector workers do not work hard, while others do not think so. What happens in your plant?
☐ Do not work hard ☐ Work moderately
☐ Work hard ☐ Don't know

1.15 What changes in the job situation will help you to contribute more towards raising production?

1. More pay 7. Quicker promotion
2. Higher incentive pay 8. Shorter hours
3. More information relating to your work 9. More co-operation of fellow workers
5. Fair treatment by the management 11. More initiative

1.16 Would you advise your friends/relatives to join this company?
☐ Yes ☐ No ☐ No opinion.

2. WORKERS’ PARTICIPATION IN DECISION MAKING

2.1 Have you ever made a suggestion to your supervisors?
☐ Yes ☐ No ☐ Sometimes

2.2 Does your supervisor welcome your suggestions?
☐ Always ☐ Sometimes ☐ Never

2.3 How often does your supervisor call group meetings?
☐ Many a time ☐ Sometimes ☐ Never
2.4 Do you get a chance to speak your mind to the supervisor in group meetings or informally?

☐ Always ☐ Sometimes ☐ Never

2.5 Would you like that more meetings of this type should be called?

☐ Yes ☐ No ☐ No opinion

2.6 (A) How far do you think the following committees are useful? (For MZIL)

1. Joint Committee
   ☐ Useful ☐ Moderately useful
   ☐ Slightly useful ☐ Useless

2. Canteen Committee
   ☐ Useful ☐ Moderately useful
   ☐ Slightly useful ☐ Useless

3. Production Committee
   ☐ Useful ☐ Moderately useful
   ☐ Slightly useful ☐ Useless

4. Safety Committee
   ☐ Useful ☐ Moderately useful
   ☐ Slightly useful ☐ Useless

5. Grievances Committee
   ☐ Useful ☐ Moderately useful
   ☐ Slightly useful ☐ Useless

6. Medical Committee
   ☐ Useful ☐ Moderately useful
   ☐ Slightly useful ☐ Useless

2.6 (B) How far do you think the following committees are useful? (For ITI)

1. Works Committee
   ☐ Useful ☐ Moderately useful
   ☐ Slightly useful ☐ Useless
2. Teenen Committee

☐ Useful ☐ Moderately useful
☐ Slightly useful ☐ Useless

3. Incentive Committee

☐ Useful ☐ Moderately useful
☐ Slightly useful ☐ Useless

4. Safety Committee

☐ Useful ☐ Moderately useful
☐ Slightly useful ☐ Useless

Fine Arts Committee

☐ Useful ☐ Moderately useful
☐ Slightly useful ☐ Useless

5. Sports Committee

☐ Useful ☐ Moderately useful
☐ Slightly useful ☐ Useless

2.7 What do you do in connection with the working of these committees?

(a) Have you cast your vote to elect workers' representatives on these committees? Yes/No

(b) Have you given suggestions to members of these committees? Yes/No

(c) Have you read the notice board telling about the decisions of these committees? Yes/No

(d) Have you talked with your friends about decisions taken by these committees? Yes/No

(e) Have you canvassed for candidates for election as the representatives for these committees? Yes/No

2.8 Would you like that representatives on all these committees should be elected by workers, or should they be nominated by the management?

☐ Elected by workers ☐ Nominated by management
2.9 Would you like that a larger number of meetings of these committees should be held, or do you think the present number is adequate?
☐ Larger number  ☐ Present number adequate

2.10 Would you like that more powers should be given to these committees, or would you like them to remain as they are?
☐ More powers should be given  ☐ Should remain as they are

2.11 Would you like that the decisions taken in these committees should be binding or would you like them to be not binding?
☐ Decisions should be binding  ☐ Decisions should not be binding

2.12 Do you think that the management should consult trade union leaders before they take decision regarding workers, or do you think such consultation is not necessary?
☐ Should consult  ☐ Need not consult

2.13 Would you like that workers' representatives should be allowed to become members of the Board of Directors, or would you not like it?
☐ Become member  ☐ Not become member

2.14 Are you member of any Committee?
☐ Yes  ☐ No

2.15 Would you like, or would you not like to be a member of a committee?
☐ Like  ☐ Don't like

2.16 How far management encourages workers' participation?
☐ High  ☐ Moderate  ☐ Low  ☐ Nil

2.17 Are these committees able to represent your point of view, or do you think that they are generally unable to do so?
☐ Yes  ☐ No  ☐ No opinion

2.18 Do the workers' representatives after getting elected tend to identify with the management or do they continue to identify with the workers?
☐ Identify with the management  ☐ Identify with workers
☐ No opinion.

No opinion.
3. TRADE UNIONS

3.1 Are you a member of any trade union?
☐ Yes  ☐ No

3.2 (If yes) please mention the name of the union.

3.3 Why did you join the union?
- to get a raise in wages
- to get bonus
- to safeguard against victimisation
- for improving and developing personality
- there is strength in unity
- (f) for getting help during strike/lock out
- (g) for better welfare facilities
- (h) for help after possible retrenchment
- (i) to solve individual grievances

3.4 Have you changed membership?
☐ Yes  ☐ No

(If yes) please give details.

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

3.5 If you are not a member please state the reasons for not joining?
- Fear of victimisation
- Multiplicity of unions
- Because unions are dominated by politicians
- Union does not do anything substantial
- Outside leadership

3.6 How often do you visit union office?
☐ Daily  ☐ Weekly  ☐ Monthly  ☐ Occasionally
☐ Never
3.7 What work do you do for the union?

(a) Collect funds  (f) Participating in discussions at meetings
(b) Attending general body meetings  
(c) Taking part in strike/dharna  (g) Talking about union with other workers
(d) Voting for union leaders  (h) Reading pamphlet
(e) Canvassing support for the union

3.8 How far is your union useful to workers?

☑ Very useful  ☐ Useful  ☐ Moderately useful
☐ Slightly useful  ☐ Useless

3.9 What more it should do so that it becomes more useful?

3.10 It makes a little difference to me if I continue as a member of the union or leave it.

☑ Strongly agree  ☐ Agree  ☐ Undecided
☐ Disagree  ☐ Strongly disagree

3.11 The union fulfills the interests of the leaders not the workers.

☑ Strongly agree  ☐ Agree  ☐ Undecided
☐ Disagree  ☐ Strongly disagree

3.12 I like my union.

☑ Strongly agree  ☐ Agree  ☐ Undecided
☐ Disagree  ☐ Strongly disagree

3.13 I am willing to make sacrifices for the union.

☑ Strongly agree  ☐ Agree  ☐ Undecided
☐ Disagree  ☐ Strongly disagree

3.14 Would you under any circumstances like to join a different union?

☑ Yes  ☐ No
3.15 (If yes) Why?

3.16 How much co-operation led-ers of the other union give to you?

☐ High ☐ Moderate ☐ Low ☐ Nil

3.17 Should there be only one union in a plant or should there be more unions?

☐ One ☐ More than one

3.18 In the preceding years to what extent has the recognized union been successful in negotiating with the management?

(a) Successful (b) Partly successful (c) Unsuccessful

3.19 In successful cases what were the main factors responsible for success in reaching agreements?

(a) Solidarity of workers (d) Co-operative attitude of management

(b) Justified demands (e) Any other

(c) Capable union leadership

3.20 What were the factors responsible for the failure of the union in negotiations?

(a) Disunity of workers (d) Incompetent leadership

(b) Unjustified demands (e) Any other

(c) Un-co-operative attitude of management

4. MILITANCY

4.1 In which strikes in your plant did you participate?

4.2 Why did you not participate in some of the strikes?

4.3 Why did you participate in some of the strikes?

4.4 How do you react to the following?

1. The only way to improve workers' conditions of work is to struggle.

☐ Strongly agree ☐ Agree ☐ Undecided

☐ Disagree ☐ Strongly disagree
2. Strikes have been very helpful in raising the wages of the workers.

☐ Strongly agree ☐ Agree ☐ Undecided
☐ Disagree ☐ Strongly disagree

3. Strike makes management realise that workers are a big force.

☐ Strongly agree ☐ Agree ☐ Undecided
☐ Disagree ☐ Strongly disagree

4. Strong action should be taken by the management against those who go on illegal strike.

☐ Strongly agree ☐ Agree ☐ Undecided
☐ Disagree ☐ Strongly disagree

5. Sometimes I wish workers to go and gherao the Managing Director until he agrees to the demands of the workers.

☐ Strongly agree ☐ Agree ☐ Undecided
☐ Disagree ☐ Strongly disagree

6. Go slow, tools down, work to rule are lawful methods to achieve workers' rights.

☐ Strongly agree ☐ Agree ☐ Undecided
☐ Disagree ☐ Strongly disagree

7. As you know the Government can refer a dispute for arbitration. I want to know your opinion about the length of the strike after which such a reference should be made. Would you like this period?

☐ 1 to 15 days ☐ 15 to 30 days ☐ 30 to 45 days
☐ 45 to 60 days ☐ No limit

5. RECRUITMENT, PROMOTION, TRAINING, WELFARE FACILITIES AND PHYSICAL ENVIRONMENT

5.1 How did you come to the present job?

(a) Through the Employment Exchange  (d) Through co-workers
(b) Through Contractor  (e) Through Newspaper advertisement
(c) Through friend  (f) any other
5.2 Who selected you for the present job?

5.3 Do you think selection in the company is fair or do you think it is not so?

☐ Yes  ☐ No  ☐ Don't know

5.4 What training have you got so far?

(a) Before joining

(b) How much useful

(c) In what way

(d) After joining

(e) How much useful

(f) In what way

5.5 Do you feel that an honest man can progress in the factory?

☐ Yes  ☐ No  ☐ Don't know

5.6 What counts most for promotion?

(a) Merit  (d) Personal favour of manager

(b) Seniority  (e) Influence of trade union

(c) Political influence  (f) Better training

5.7 Do you feel that incentive payment make you work hard?

☐ Yes  ☐ No  ☐ No opinion

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

Housing  ☐ High  ☐ Moderate  ☐ Low  ☐ Nil

School  ☐ High  ☐ Moderate  ☐ Low  ☐ Nil

Provident  ☐ High  ☐ Moderate  ☐ Low  ☐ Nil

Medical  ☐ High  ☐ Moderate  ☐ Low  ☐ Nil

Canteen  ☐ High  ☐ Moderate  ☐ Low  ☐ Nil

Transport  ☐ High  ☐ Moderate  ☐ Low  ☐ Nil
5.9 How much are you bothered about each of the things listed below?

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<thead>
<tr>
<th></th>
<th>Bothered a lot</th>
<th>Bothered somewhat</th>
<th>Not bothered at all</th>
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<tr>
<td>Noise</td>
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<tr>
<td>Light</td>
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<td>Ventilation</td>
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<tr>
<td>Dust, oil or grease</td>
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<td>Smoke or fumes</td>
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<td>Heat or cold</td>
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<td>Condition of workroom</td>
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<tr>
<td>Safety</td>
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</table>

6. PERSONAL DATA

6.1 Name: ________________________________

6.2 Address: _________________________________

6.3 Age: ________________________________

6.4 Education: (a) General ________________________________
(b) Technical ________________________________

6.5 Marital status: Married / Unmarried

6.6 Date when joined the factory: ________________________________

6.7 Designation when joined: ________________________________

6.8 Nature of work: Skilled / Semi-skilled / Unskilled / Any other

6.9 Wage/Salary: (a) Monthly ______ (b) Daily ______

6.10 Total number of earners in the family: __________________

6.11 Total monthly income: ________________________________

6.12 Total number of dependants: ________________________________
1. TRADE UNIONS

1.1 What is the name of your Union? _______________________

1.2 What office do you hold? _______________________

1.3 Is your union affiliated to some central trade union organization? □ Yes □ No

1.4 (If yes) To which organization?
   (a) A.I.T.U.C.  (c) U.T.U.C.  (e) B.M.S.
   (b) I.N.T.U.C.  (d) E.M.S.  (f) E.K.P.

1.5 Have your union been recognized? □ Yes □ No

1.6 (If yes) when was it recognized?

1.7 In your opinion the facilities provided to the recognized union by the management are:
   (a) Adequate  (b) Less than adequate  (c) No facilities are provided

1.8 What more facilities, in your opinion should be provided to the recognized union?

1.9 If the answer to question No. 1.8 is no; In Your opinion the facilities provided to your union are
   (a) Adequate  (b) Less than adequate  (c) No facilities are provided

1.10 What more facilities in your opinion should be provided to your union?

1.11 In some plants there is just one union but in your plant there are 24 unions. What in your opinion are the causes of multiplicity of unions in this plant? (For ME(1)L)

1.12 Can you tell what were the factors which led to the formation of your union? (For ME(1)L)
1.13 In your opinion what are the results of multiplicity of unions in your plant? (For HE(I)I)

1.14 In some plants there are more than one union, but in your plant there is only one union. What in your opinion are the factors responsible for the existence of a single union in your plant? (For ITI)

1.15 What activities are being performed by political leaders for your union?
   (a) They have helped at the time of strike.
   (b) They have helped during 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 demand.

1.16 There are differences of opinion about the role of political leaders in trade unions. I want to know your opinion. Should their role in trade union be
   (a) increased
   (b) remain the same
   (c) reduced somewhat
   (d) reduced greatly

1.17 What are the major issues of difference between the trade union and management in your plant?

2. WORKERS' PARTICIPATION IN DECISION-MAKING

2.1 Have you been a member of any committee in the plant?
   □ Yes           □ No

2.2 (If yes) which committee/committees?

2.3 What were the major decisions taken?

2.4 To what extent were these decisions implemented?

2.5 Would you like an increase in functions of the committee/committees or are you not in favour of it?
   □ Increase           □ No increase

   (If yes) kindly suggest the additional functions.
2.6 Would you like that there should be joint management council in the plant, or are you not in favour of this proposal?

☐ There should be joint management council
☐ There should be no joint management council

2.7 What are the hindrances in the way of its functioning?

2.8 What has the management done to encourage workers to participate in decision-making?

2.9 Would you like that workers' leaders should be allowed to become members of the Board of Directors, or are you against this proposal?

☐ Become members  ☐ Not become members

Why?

2.10 Do you want workers' participation in giving promotion to workers, or are you against this proposal?

☐ Should participate in giving promotions
☐ Should not participate in giving promotions

2.11 Do you want workers' participation in recruiting employees for the plant or are you against this proposal?

☐ Should participate in recruiting employees.
☐ Should not participate in recruiting employees.

2.12 Do you favour workers' participation in arranging for sale and purchase, or are you against this proposal?

☐ Should participate in arranging for sale and purchase
☐ Should not participate in arranging for sale and purchase

2.13 Do you want workers' participation in supplying equipment to various departments, or are you against this proposal?

☐ Favour workers' participation in supplying equipment
☐ Don't favour workers' participation in supplying equipment

2.14 Do you favour workers' participation in framing service conditions, or are you against this proposal?

☐ Favour workers' participation in framing service conditions
☐ Don't favour workers' participation in framing service conditions
2.16 Do you want workers' to share with management the responsibility for allocation of money to various departments, or are you against this proposal?

☐ Should participate in allocating money
☐ Should not participate in allocating money

2.16 Do you want workers' participation in discussing general economic situation of the plant or are you against it?

☐ Should participate in discussion of general economic situation
☐ Should not participate in discussion of general economic situation

2.17 Do you think that by and large workers have a desire to participate in decision-making?

☐ Yes ☐ No

3. INDUSTRIAL UNREST

3.1 I want to know about particular strikes. Will you please tell me about the strikes in which your union has participated?

3.2 In your view what were the chief reasons for disputes in your plant?

3.3 Which method of dispute settlement has been most successful in your plant?

Why?

3.4 To what extent, in your view, is the bargaining power of trade union in your plant?

☐ High ☐ Moderate ☐ Low

3.5 What are the difficulties in collective bargaining in your plant?

3.6 How many reports of individual grievances did you receive?

3.7 To what extent, in your opinion, grievances procedure is working satisfactorily?

☐ High ☐ Moderate ☐ Low
4. **RECRUITMENT, PROMOTION, TRAINING, WELFARE, WAGES, CONDITIONS OF WORK**

4.1 Are you satisfied with the method of recruitment in the plant, or are you not satisfied with method of recruitment?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?

4.2 Are you satisfied with the method of promotion of the workers, or are you not satisfied with method of promotion?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?

4.3 Are you satisfied with the incentive scheme, or are you not satisfied with it?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?

4.4 Are you satisfied with the working conditions, or are you not satisfied with working conditions?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?

4.5 Are you satisfied with the welfare facilities, or are you not satisfied with welfare facilities?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?

4.6 Are you satisfied with the wage policy, or are you not satisfied with wage policy?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?

4.7 Are you satisfied with the service conditions, or are you not satisfied with these?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?

4.8 Are you satisfied with the MPR Act, or are you not satisfied with it?

☐ Satisfied ☐ Not satisfied

(If not) what changes are needed?
5. **PERSONAL DATA**

5.1 Name: ________________________________

5.2 Age: ________________________________

5.3 Education: (a) General ________________________________

(b) Technical ________________________________

5.4 Date when joined the Factory: ________________________________

5.5 Department: ________________________________

5.6 Designation: ________________________________
INTerview SCHEDULE FOR MANAGERIAL PERSONS

Department of Public Administration,
Panjab University, Chandigarh.

1. TRADE UNIONS

1.1 To what extent do trade unions co-operate with the management in your plant?

☐ High ☐ Moderate ☐ Low

1.2 In your opinion facilities provided to the recognised union by the management are:

☐ Adequate ☐ Less than adequate ☐ No facilities are provided

1.3 What more facilities in your opinion should be provided to the recognised union?

1.4 In your opinion the facilities provided to unrecognized unions are:

(a) Adequate (b) Less than adequate (c) No facilities are provided

1.5 Do you think that some more facilities should be provided to these unions?

☐ Yes ☐ No

If yes, what more facilities should be provided?

1.6 In some plants there is just one union but in your plant there are 20 unions. What in your opinion are the causes of multiplicity of unions in your plant? (For HE(II)L)

1.7 In your opinion what are the results of multiplicity of unions? (For HE(II)L)

1.8 In some plants there are more than one union, but in your plant there is only one union. What in your opinion are the factors responsible for the existence of a single union in your plant? (For III)

1.9 There are differences of opinion, about the role of political leaders in trade unions. I want to know your opinion. Is their role in trade unions:

☐ Useful ☐ Slightly useful ☐ Harmful
1.10 In your plant, by and large, workers participate in the trade union activity or they do not participate.

☐ Participate ☐ Do not participate

1.11 What are the major issues of disagreement between the union/unions and management.

2. WORKERS' PARTICIPATION IN DECISION-MAKING

2.1 Do you favour workers' participation in decision-making, or are you against it?

☐ Favour ☐ Don't favour

2.2 (If so) In what form and at what level.

2.3 Have you been a member of any committee in your plant?

☐ Yes ☐ No

2.4 (If yes) Which committee/committees?

2.5 What were the major decisions taken in the meeting?

2.6 How many of these decisions were implemented?

2.7 Do the workers' representatives participate in the discussion, or are they passive listeners?

2.8 Do you think what is talked about in the committees is generally relevant, or it is not so?

☐ Generally relevant ☐ Generally not relevant

2.9 Would you like that the functions of the bi-partite committees should be enlarged, or should they remain as they are?

☐ Enlarged ☐ Should remain the same

2.10 If enlarged, kindly tell the change.

2.11 Would you like that there should be joint management council in the plant, or are you not in favour of this proposal?

☐ There should be joint management council

☐ There should not be joint management council
2.12 What are the hindrances in the way of its formation?

2.13 What has the management done to encourage workers to participate in management?

2.14 Would you like that workers should be allowed to become members of the Board of Directors, or are you not in favour of this proposal?

☐ Become members  ☐ Not become members

2.15 Do you think that, by and large, workers have a desire to participate in decision-making?

☐ Yes  ☐ No

2.16 How far are workers fit to participate in decision-making?

☐ High  ☐ Moderate  ☐ Low

2.17 Would you like that workers' representatives should participate in recruiting employees, or are you not in favour of this proposal?

☐ Should participate in recruiting employees  ☐ Should not participate in recruiting employees

2.18 Would you like that workers' representatives should participate in framing service conditions, or are you not in favour of this proposal?

☐ Should participate in framing service conditions  ☐ Should not participate in framing service conditions

2.19 Would you like that workers' representatives should participate in arranging for sale and purchase, or are you not in favour of this proposal?

☐ Should participate in arranging for sale and purchase  ☐ Should not participate in arranging for sale and purchase

2.20 Would you like workers' participation in supplying equipment to various departments, or are you not in favour of this proposal?

☐ Should participate in supplying equipment  ☐ Should not participate in supplying equipment
2.21 Would you like workers' participation in allocating money to different sections, or are you not in favour of this proposal?

☐ Should participate in allocating money
☐ Should not participate in allocating money

3. INDUSTRIAL UNREST

3.1 Kindly give the details of disputes which took place in your plant

<table>
<thead>
<tr>
<th>Type of agitation and date</th>
<th>Management's stand</th>
<th>Trade Union's stand</th>
<th>Results and Remarks</th>
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3.2 In your view what were the chief reasons for disputes in your plant?

3.3 Which method of dispute settlement has been most successful in your plant?

Why?

3.4 Collective Agreement

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Nature of Agreement</th>
<th>Management view in the proceeding</th>
<th>Trade Union's view in the proceeding</th>
<th>Your Remarks</th>
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3.5 To what extent, in your opinion, is the bargaining power of management in your plant?

☐ High
☐ Moderate
☐ Low

3.6 What are the difficulties of collective bargaining in your plant?
3.7 How many reports of individual grievances did you receive?

3.8 To what extent, in your opinion, grievance procedure is working satisfactorily?
   □ High  □ Moderate  □ Low

4. RECRUITMENT, PROMOTION, TRAINING, WELFARE, WAGES AND CONDITIONS OF WORK

4.1 Are you satisfied with the recruitment policy of the plant, or are you not satisfied with it?
   □ Satisfied  □ Not satisfied
   If not, what changes are needed?

4.2 Are you satisfied with the method of promotion in the plant, or are you not satisfied with it?
   □ Satisfied  □ Not satisfied
   If not, what changes are needed?

4.3 Is training of the workers adequate for their respective jobs, or do you think it is not?
   □ Adequate  □ Not adequate
   If not, what changes are needed?

4.4 Are you satisfied with working conditions in the plant, or are you not satisfied with working conditions?
   □ Satisfied  □ Not satisfied
   If not, what changes are needed?

4.5 Are you satisfied with the welfare facilities, or are you not satisfied with welfare facilities?
   □ Satisfied  □ Not satisfied
   (If not) what changes are needed?

4.6 Are you satisfied with the wage structure, or are you not satisfied with the wage structure?
   □ Satisfied  □ Not satisfied
   Would you like to suggest any change?
5. PERSONAL DATA

5.1 Name: _______________________________________

5.2 Age: __________________

5.3 Designation: ___________________________________

5.4 Department: ___________________________________

5.5 Length of Service: ______________________________

5.6 Present salary: ________________________________
### Appendix 1.4

Likert Type scales for measuring various attitudes of workers.

#### Appendix 1.4(a)

Items selected to measure militancy of workers and their correlation values

<table>
<thead>
<tr>
<th>No.</th>
<th>Items</th>
<th>Correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The only way to improve workers' conditions of work is to struggle.</td>
<td>.5554</td>
</tr>
<tr>
<td>2.</td>
<td>Strikes have been very helpful in raising the wages of workers.</td>
<td>.5696</td>
</tr>
<tr>
<td>3.</td>
<td>Strike makes management realise that workers are a big force.</td>
<td>.4963</td>
</tr>
<tr>
<td>4.</td>
<td>Strong action should be taken by the management against those who go on a strike.</td>
<td>.4321</td>
</tr>
<tr>
<td>5.</td>
<td>Sometimes I wish workers to go and gherao the Managing Director until he agrees to the demands of workers.</td>
<td>.5152</td>
</tr>
<tr>
<td>6.</td>
<td>Go slow, tools down, work to rule are lawful methods to achieve workers' rights.</td>
<td>.5557</td>
</tr>
<tr>
<td>7.</td>
<td>As you know the Government can refer a dispute for arbitration. I want to know your opinion about the length of strike period after which such a reference should be made,</td>
<td>.6939</td>
</tr>
</tbody>
</table>
### Appendix 1.4(b)

Items selected to measure workers' participation in trade unions and their correlation values.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>Point Bi-serial correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>collecting funds</td>
<td>.436</td>
</tr>
<tr>
<td>2.</td>
<td>attending general body meetings</td>
<td>.737</td>
</tr>
<tr>
<td>3.</td>
<td>taking part in strike/dharna</td>
<td>.570</td>
</tr>
<tr>
<td>4.</td>
<td>Voting for union leader</td>
<td>.715</td>
</tr>
<tr>
<td>5.</td>
<td>canvassing support for the union</td>
<td>.569</td>
</tr>
<tr>
<td>6.</td>
<td>participating in discussion at meetings</td>
<td>.481</td>
</tr>
<tr>
<td>7.</td>
<td>talking about union with other workers</td>
<td>.669</td>
</tr>
<tr>
<td>8.</td>
<td>reading pamphlets of the union</td>
<td>.691</td>
</tr>
<tr>
<td>9.</td>
<td>reading notice board of the union</td>
<td>.684</td>
</tr>
</tbody>
</table>

### Appendix 1.4(a)

Items selected to measure union identification and their correlation values.

<table>
<thead>
<tr>
<th>Sr No.</th>
<th>Items</th>
<th>Correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>How far is your union useful to workers?</td>
<td>.6970</td>
</tr>
<tr>
<td>2.</td>
<td>It makes little difference to me if I continue as a member of the union or leave it.</td>
<td>.75556</td>
</tr>
<tr>
<td>3.</td>
<td>The union fulfills the interests of leaders not the workers.</td>
<td>.6545</td>
</tr>
<tr>
<td>4.</td>
<td>I like my union.</td>
<td>.8587</td>
</tr>
<tr>
<td>5.</td>
<td>I am willing to make sacrifices for the union.</td>
<td>.9183</td>
</tr>
</tbody>
</table>
### Appendix 1.4(d)

Items selected to measure desire to participate in decision making and their correlational values

<table>
<thead>
<tr>
<th>No.</th>
<th>Items</th>
<th>Point Bi-serial correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Would you like that representatives on all these committees should be elected by workers, or should they be nominated by the management?</td>
<td>.9083</td>
</tr>
<tr>
<td>2.</td>
<td>Would you or would you not like to be a member of a committee?</td>
<td>.9063</td>
</tr>
<tr>
<td>3.</td>
<td>Would you like that a larger number of meetings of these committees should be held, or do you think the present number is adequate?</td>
<td>.8081</td>
</tr>
<tr>
<td>4.</td>
<td>Would you like that the decisions taken in these committees should be binding, or would you like them to be not binding?</td>
<td>.9322</td>
</tr>
<tr>
<td>5.</td>
<td>Would you like that more powers should be given to these committees, or would you like them to remain as they are?</td>
<td>.9077</td>
</tr>
<tr>
<td>6.</td>
<td>Do you think that the management should consult trade union leaders before they take decision regarding workers, or do you think such consultation is not necessary?</td>
<td>.6870</td>
</tr>
<tr>
<td>7.</td>
<td>Would you like that workers' representatives should be allowed to become members of the Board of Directors, or would you not like it?</td>
<td>.3981</td>
</tr>
</tbody>
</table>
### Appendix 1.A(a)

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>Point Bi-serial correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Have you cast your vote to elect workers' representatives on these committees?</td>
<td>.723</td>
</tr>
<tr>
<td>2.</td>
<td>Have you given suggestions to the members of these committees?</td>
<td>.747</td>
</tr>
<tr>
<td>3.</td>
<td>Have you read the notice board telling about the decisions of these committees?</td>
<td>.732</td>
</tr>
<tr>
<td>4.</td>
<td>Have you talked with your friends about decisions taken in these committees?</td>
<td>.775</td>
</tr>
<tr>
<td>5.</td>
<td>Have you canvassed for candidates for selection as the representatives of these committees?</td>
<td>.666</td>
</tr>
</tbody>
</table>

### Appendix 1.A(b)

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>Point Bi-serial correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>How far are you satisfied with your present wages?</td>
<td>.430</td>
</tr>
<tr>
<td>2.</td>
<td>How do your wages compare with other public sector plants in India?</td>
<td>.517</td>
</tr>
<tr>
<td>3.</td>
<td>How do your wages compare with those in similar private sector plants?</td>
<td>.644</td>
</tr>
<tr>
<td>4.</td>
<td>How do your wages compare with other industries in this state?</td>
<td>.653</td>
</tr>
</tbody>
</table>
### Appendix 1.4(a)

Items selected to measure satisfaction with supervisory behaviour and their correlation values

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>Point Bi-serial correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>In your work, do you act wholly according to the instructions of the supervisor, or are you allowed to do certain things of your own also?</td>
<td>.694</td>
</tr>
<tr>
<td>2.</td>
<td>How close is the supervision by the supervisor in your work?</td>
<td>.351</td>
</tr>
<tr>
<td>3.</td>
<td>Have you ever made a suggestion to your supervisor?</td>
<td>.568</td>
</tr>
<tr>
<td>4.</td>
<td>Does your supervisor welcome your suggestions?</td>
<td>.516</td>
</tr>
<tr>
<td>5.</td>
<td>How often does your supervisor call group meetings?</td>
<td>.545</td>
</tr>
<tr>
<td>6.</td>
<td>Do you get a chance to speak your mind to the supervisor in group meetings or informally?</td>
<td>.559</td>
</tr>
</tbody>
</table>

### Appendix 1.4(b)

Items selected to measure workers’ satisfaction with welfare items and their correlation values

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>Point Bi-serial correlation values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>To what extent are you satisfied with the following welfare facilities provided by the management?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(a) housing</td>
<td>...</td>
</tr>
<tr>
<td></td>
<td>(b) medical</td>
<td>...</td>
</tr>
<tr>
<td></td>
<td>(c) canteen</td>
<td>...</td>
</tr>
<tr>
<td></td>
<td>(d) transport</td>
<td>...</td>
</tr>
</tbody>
</table>
### APPENDIX I.A.

**Public Sector Undertakings employing more than 10000 workers in 1970**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the undertaking</th>
<th>Employment in 1970</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Hindustan Steel</td>
<td>1,53,413</td>
</tr>
<tr>
<td>2.</td>
<td>National Coal Development Corporation</td>
<td>67,498</td>
</tr>
<tr>
<td>3.</td>
<td>Life Insurance Corporation of India</td>
<td>51,333</td>
</tr>
<tr>
<td>4.</td>
<td>Hindustan Aeronautics</td>
<td>34,551</td>
</tr>
<tr>
<td>5.</td>
<td>Food Corporation of India</td>
<td>95,190</td>
</tr>
<tr>
<td>6.</td>
<td>Oil and Natural Gas Commission</td>
<td>21,366</td>
</tr>
<tr>
<td>7.</td>
<td>Fertiliser Corporation of India</td>
<td>20,116</td>
</tr>
<tr>
<td>8.</td>
<td>Bharat Heavy Electricals</td>
<td>19,963</td>
</tr>
<tr>
<td>9.</td>
<td>Neyveli Lignite Corporation</td>
<td>17,427</td>
</tr>
<tr>
<td>10.</td>
<td>Heavy Engineering Corporation</td>
<td>17,299</td>
</tr>
<tr>
<td>11.</td>
<td>Heavy Electrical (India) Ltd. Bhopal</td>
<td>15,604</td>
</tr>
<tr>
<td>12.</td>
<td>Indian Oil Corporation</td>
<td>14,231</td>
</tr>
<tr>
<td>13.</td>
<td>Indian Telephone Industries</td>
<td>13,869</td>
</tr>
<tr>
<td>14.</td>
<td>Indian Airlines</td>
<td>13,647</td>
</tr>
<tr>
<td>15.</td>
<td>Hindustan Machine Tools</td>
<td>13,133</td>
</tr>
</tbody>
</table>

Data obtained from Bureau of Public Enterprises, Ministry of Finance, New Delhi.