**INTERVIEW SCHEDULE - FOR EMPLOYEES**

### A. PROFILE OF THE EMPLOYEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Employment Number</th>
<th>Sex</th>
<th>Age (Completed years)</th>
<th>Religion</th>
<th>Caste</th>
<th>Hailing from</th>
<th>No. of past employers served</th>
<th>Do you smoke</th>
<th>Do you take liquor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>20 and below</td>
<td>Hindu</td>
<td>Lingayat</td>
<td>Urban</td>
<td>Male</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>21 to 30</td>
<td>Muslim</td>
<td>Vokkaliga</td>
<td>Rural</td>
<td>Female</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>31 to 40</td>
<td>Christian</td>
<td>Brahmin</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>41 to 50</td>
<td>Other</td>
<td>SC/ST</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>51 and above</td>
<td>Other</td>
<td>Other</td>
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</tbody>
</table>

### B. EDUCATIONAL BACKGROUND

<table>
<thead>
<tr>
<th>Educational qualification</th>
<th>Illiterate</th>
<th>Below SSLC</th>
<th>SSLC</th>
<th>ITI</th>
<th>Diploma</th>
<th>Graduate</th>
<th>Post-Graduate</th>
<th>Other</th>
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</tbody>
</table>

### C. FAMILY BACKGROUND

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Married</th>
<th>Unmarried</th>
<th>Widower</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Family</th>
<th>Nuclear</th>
<th>Joint</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Size of Family</th>
<th>One</th>
<th>Two</th>
<th>Three</th>
<th>Four</th>
<th>Five</th>
<th>Six</th>
<th>More than Six</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>No. of earning member/s</th>
<th>One</th>
<th>Two</th>
<th>Three</th>
<th>More than Three</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>
342

14 No. of Graduates in your family

D. JOB PROFILE
15 Type of workmen

Staff

16 Operational

17 Total years of service

18 Is your job commensurate with your qualification and experience?

19 Are you happy with your job?

20 If not, give reasons

E. RECRUITMENT, TRAINING & APPRAISAL

I. RECRUITMENT
21 Source

II TRAINING
22 Is there any training programme

23 If yes, Is it

24 Is work related training
   a Before employment
   b On job
   c Outside programme

III APPRAISAL
25 Is there any Appraisal system for your work performance?

26 Is appraisal report made known to you.
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you satisfied with the Apraisal rating?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Rate your Management</td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

### IV. WAGE ADMINISTRATION

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you satisfied with wage fixation for your grade?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Is your wage adequate to meet Social requirement?</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Do you have to work part time to supplement your income?</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Do you save from your earnings?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>If yes, how much per month</td>
<td></td>
<td></td>
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</tbody>
</table>

- Upto Rs. 100/-
- 101 - 200
- 201 - 300
- 301 - 400
- 401 - 500
- 501 and above

### V. DISCIPLINE

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you satisfied with the discipline existing in the Company?</td>
<td></td>
<td></td>
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<tr>
<td>Are disciplinary actions taken against delinquent employee</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Whether actions taken are justified?</td>
<td></td>
<td></td>
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</tbody>
</table>

### VI. MOTIVATION

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you feel your work is recognised?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Is there any promotional policy?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Are there any incentive scheme?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whether your views influence your superiors regarding productivity?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whether you are identified with your establishment (Belongingness)?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is your job secured?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you have learning and advancement opportunities?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Yes
- No
- Upto Rs. 100/-
- 101 - 200
- 201 - 300
- 301 - 400
- 401 - 500
- 501 and above
44. Do you consider Union also plays a positive role:

a) In motivation to gain organizational recognition, Yes ( ) No ( )
b) Increased wages Yes ( ) No ( )
c) Protection from insecurity Yes ( ) No ( )

vii. WELFARE

45. Has the Company provided the following facilities:

<table>
<thead>
<tr>
<th>STATUTORY</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canteen</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| i. Are you satisfied with the canteen facility? Yes ( ) No ( )
| ii. Is Company subsidising the items supplied by the canteen? Yes ( ) No ( )
| iii. Are you satisfied with the quality of the items supplied by the canteen? Yes ( ) No ( )

<table>
<thead>
<tr>
<th>OTHERS</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Rest Room</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Creches</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Washing/Bathing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Toilets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. First Aid</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>g. Loan facility</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>h. School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Medical facility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>j. Co-operative society</td>
<td></td>
<td></td>
</tr>
<tr>
<td>k. Sports/Recreation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>l. Housing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If no, you are living in: Own ( ), Rented ( )
46 Are you satisfied with the welfare facilities provided by the Company?  
   : Yes ( )  
   : No ( )

47 Do you suggest anything for welfare facilities?  
   : Yes ( )  
   : No ( )

If yes, what

viii TRADE UNIONISM

48 Are you a member of any Trade Union?  
   : Yes ( )  
   : No ( )

49 If no, why?

50 Are you taking active part in Trade union activities  
   : Yes ( )  
   : No ( )

51 If yes, what is your position

52 If no, identify hindrances

53 Is Union delivering goods to workmen?  
   : Yes ( )  
   : No ( )

54 Your preference for leadership?  
   : Inside ( )  
   : Outside ( )

55 Your attitude towards grievance  
   : Through reference ( )  
   : Through discussion ( )  
   : Through confrontation ( )  
   : Through adjudication ( )

ix. INDUSTRIAL RELATIONS

56 Are you satisfied with the Industrial Relations prevailing in your Company?  
   : Yes ( )  
   : No ( )

If no, specify reasons and suggestions
97 Are you satisfied with Management's approach towards maintaining harmonious Industrial Relations?  
: Yes ( )  
: No ( )  
If no, specify reasons and suggestions

58 Will workers' participation in Management contribute towards

a Better Industrial Relations  
: Yes ( )  
: No ( )

b Better Productivity  
: Yes ( )  
: No ( )

x. SAFETY/HOUSE KEEPING/WORK ENVIRONMENT

59 Is your work in the factory:
: Safe ( )
: Hazardous ( )

60 Are you satisfied with the existing safety system?
: Yes ( )
: No ( )

61 Whether your employer is conscious about the safety of the employees?
: Yes ( )
: No ( )

62 Whether there is a Safety Officer in your company?
: Yes ( )
: No ( )

63 Is there any Training for safety?
: Yes ( )
: No ( )

64 Whether necessary safety appliances are provided?
: Yes ( )
: No ( )

65 If yes, do you use the same?
: Yes ( )
: No ( )

66 If no, state the reason/s

67 Do you think by using safety appliances accident occurrence is decreased?
: Yes ( )
: No ( )

68 Are there adequate facilities at the place of your work to control smoke, noise and odour?
: Yes ( )
: No ( )

69 Are there adequate facilities for lighting, ventilation and temperature control?
: Yes ( )
: No ( )

70 If no, identify areas

Sri SMP 79 P 42910
PERSONNEL MANAGEMENT IN PRIVATE SECTOR INDUSTRIES
A CASE STUDY OF TEXTILE UNITS IN DAVANGERE

BY: PRAKASH MAHESHWARI B.Com.FCA
RESEARCH GUIDE: DR.K.S.DANIEL M.Com.Ph.D

QUESTIONNAIRE

TRADE UNION LEADERS SCHEDULE

A. 1. Name of the respondent.

2. Name of trade union representing.

3. No. of mills representing and their names.
   Number:
   Name of the Mills: a) 
   b) 
   c) 
   d) 
   e) 
   f) 

4. Total No. of Union membership in the above mills.

B. 1. Whom do you hold responsible for Sickness/slow growth of textile mills in Karnataka/Davangere:
   Management approach ( )
   Labour attitudes ( )
   Policy of the State Government ( )
   Any others. Specify
2. The labour productivity in Textile Mills at Karnataka/ Davangere is low as compared to other places in other neighbouring states.

If agreed, please give reasons and suggest for improvement.

3. Have Trade Unions played constructive role to save the mills in Karnataka/Davangere from being sick?

If yes, please specify action taken by Union.

4. Whether Trade Union activities in Karnataka/Davangere have contributed towards...

(a) Productivity: Always ( ) Sometimes ( ) Never ( )
(b) Improved Performance: Always ( ) Sometimes ( ) Never ( )
(c) Discipline: Always ( ) Sometimes ( ) Never ( )
(d) Profitability: Always ( ) Sometimes ( ) Never ( )
(e) Belongingness: Always ( ) Sometimes ( ) Never ( )
(f) Motivation: Always ( ) Sometimes ( ) Never ( )

5. What are the main causes of employees grievances in Textile Mills in Karnataka/Davangere?

(a) Amenities/Facilities: Always ( ) Sometimes ( ) Never ( )
**6. Are you satisfied with Union's approach towards maintaining harmonious Industrial Relations?**

If no, specify reasons and suggest improvement.

**7. Are you satisfied with the Personnel Management practices in textile mills in Karnataka/Davangere?**

If no, specify reasons and suggest how to improve.

**8. Do you consider whether, Personnel Department in Textile Mills in Karnataka/Davangere play an active role in solving grievances/disputes for industrial peace.**

If no, suggest how the functions of Personnel Department can be improved.
9. Whether the textile policy of Karnataka/Davangere will help survival and growth of textile mills in the state.

If no, give reasons.
# Interview Schedule - For Management

1. Name of the Company

2. Date of commencement of business

3. Installed capacity

4. Type of Management
   - Partnership
   - Limited Company - Public
   - Private
   - Co-operative
   - N.T.C.

5. Pattern of working-Shift timings
   - Composite
   - Spinning
   - Weaving

6. Pattern of working-shift timings

7. Total Workforce Category
   - Officer
   - Supervisor
   - Clerical
   - Operational
     - Skilled
     - Semiskilled
     - Unskilled
     - Casual
     - Badli
     - Contract
     - Trainee
     - Parttime

8. Organisation Chart of the Company
   - As per Annexure-I

9. Organisation Chart of the Personnel Department
   - As per Annexure-II
10. **RECRUITMENT**

a. Do you have a Recruitment Policy?  
   - Yes ( )  
   - No ( )

b. Sources of Recruitment  
   - Direct ( )  
   - Employment Exchange ( )
   - Compassionate ( )
   - Recommendatory ( )

c. Do you provide for Leave relievers in your recruitment policy  
   - Yes ( )  
   - No ( )

d. How do you induct an employee to his new job?  

   e. Are you maintaining personal records of your Employees?  
      - Yes ( )  
      - No ( )

f. How are the above records maintained:

g. What are the contents of the personal files?

11. **TRAINING**

a. Is there any Training Policy?  
   - Yes ( )  
   - No ( )

b. What type of Training is provided  
   - In-Company Training Programme ( )
   - External Training Programme ( )
   - On-Job Training ( )

c. Details of Training Programme given:

d. If no, please state the reasons:

e. Do you feel that Training Programmes are designed to suit your requirements?  
   - Yes ( )  
   - No ( )

f. As a general practice, on what basis employees are selected or nominated for training programmes  
   - Seniority/Motivation ( )
   - Training Needs ( )
   - To assign higher responsibility ( )
   - Under pressure from union ( )

   Any other - Please specify
g. Whether Training programmes produce the desired behavioural changes?  
Yes ( )  
No ( )

h. How do you rate employees interest when they are asked to attend training Programmes?  
Happy to attend ( )
Not in a position to attend ( )
Not happy to attend ( )

Any others - Please specify

i. To what extent these Training Programmes contribute to the H.R.D in your Company?  
Considerable ( )
Moderate ( )
Negligible ( )

j. How do you rate motivation in your organisation to attend Training Programmes?  
Effective ( )
Non effective ( )

12. APPRAISAL

a. Do you have performance Appraisal System?  
Yes ( )
No ( )

b. Performance Appraisal Reports are prepared.  
Monthly ( )
Yearly ( )

Any other specify

c. Is the Performance Appraisal Reports made known and discussed with the Employees?  
Yes ( )
No ( )

d. Is performance Appraisal effective in - Behavioural change in Employees  
Considerable ( )
Moderate ( )
Negligible ( )
No ( )

e. Is Performance Appraisal effective in - Improved performance  
Considerable ( )
Moderate ( )
Negligible ( )
No ( )

f. Is Performance Appraisal effective in - Increased Productivity  
Considerable ( )
Moderate ( )
Negligible ( )
No ( )

g. Reaction of Employees towards performance Appraisal System.  
Positive ( )
Negative ( )
Mixed ( )
h. In general, how do you rate the Performance of Executives/Officers: Poor ( ), Fair ( ), Good ( ), Very Good ( )

i. In general, how do you rate the Performance of Supervisory/Clerical: Poor ( ), Fair ( ), Good ( ), Very Good ( )

j. In general, how do you rate the Performance of Operational Employees: Poor ( ), Fair ( ), Good ( ), Very Good ( )

13. MOTIVATION

a. Do you recognise Motivation as a technique to improve human behaviour and attitude towards work: Always ( ), Sometimes ( ), Never ( )

b. Do you have Motivation Policy?: Yes ( ), No ( )

c. If yes, is it...: Positive (or Incentive Motivation) ( ), Negative (or Fear Motivation) ( ), Both ( )

d. In positive motivation policy, you have: Financial Motivation ( ), Non Financial Motivation ( ), Both ( )

e. In general, how is Workers' response to motivation policy?: Positive ( ), Negative ( )

(aa) If positive, : Always ( ), Sometimes ( ), Never ( )

(ab) If negative, : Always ( ), Sometimes ( ), Never ( )

f. Do you feel that motivation in your Company has positive effect on: (aa) Productivity: Yes ( ), No ( )
| (ab) Discipline                             | Yes | ( ) |
|                                          | No  | ( ) |
| (ac) Job Satisfaction                     | Yes | ( ) |
|                                          | No  | ( ) |
| (ad) Sense of Belongingness               | Yes | ( ) |
|                                          | No  | ( ) |
| g. How do you rate motivation in your Company to attain its goal and objectives? | Satisfactory | ( ) |
|                                          | Dissatisfactory | ( ) |

14. WAGE ADMINISTRATION

| a. Are you governed by recommendations of Wage Board for Cotton Textile Industry? | Yes | ( ) |
|                                                                               | No  | ( ) |
| b. Do you feel that wage fixation as per Wage Board is rational? | Yes | ( ) |
|                                                                               | No  | ( ) |
| c. Do you have a Wage Policy?       | Yes | ( ) |
|                                                                               | No  | ( ) |
| (aa) If yes, describe briefly.     | :   | :  |
| d. While fixing the wages do you consider...                                | :   | :  |
| (aa) Comparative wage rate in Similar organisation for Similar skills.   | Always | ( ) |
|                                                                               | Sometimes | ( ) |
|                                                                               | Never     | ( ) |
| (ab) Organisation's capacity to pay                                        | Always | ( ) |
|                                                                               | Sometimes | ( ) |
|                                                                               | Never     | ( ) |
| (ac) Employees Needs                                                          | Always | ( ) |
|                                                                               | Sometimes | ( ) |
|                                                                               | Never     | ( ) |
| (ad) Labour Market                                                            | Always | ( ) |
|                                                                               | Sometimes | ( ) |
|                                                                               | Never     | ( ) |
| (ae) Incentive for workers to improve their productive performance         | Always | ( ) |
|                                                                               | Sometimes | ( ) |
|                                                                               | Never     | ( ) |
(af) Union's capacity to bargain: Always ( )
Sometimes ( )
Never ( )

e. How do you rate your employees' satisfaction towards wage fixation?
Highly satisfactory ( )
Satisfactory ( )

f. While wage incentives increase the earnings of the workers, they can at the same time improve the efficiency of your Organisation. Do you agree?
Yes ( )
No ( )

(aa) If yes, what incentives are given to your employees?
(ab) If No, why?

g. Do you follow the rule of "Equal Pay for Equal Work"?
Yes ( )
No ( )

h. Are you covered under the Payment of Bonus Act?
Yes ( )
No ( )

(aa) If yes, whether the payment of Bonus to the Employees:
As per Act ( )
More than what is specified in the Act ( )
Any other- Please specify

15. DISCIPLINE

a. How do you rate Employees discipline in your Organisation?
Highly Satisfactory ( )
Satisfactory ( )
Dissatisfactory ( )

b. Are your employees governed by
Model Standing Orders ( )
Company's Certified Standing Orders ( )

(c. In your opinion indiscipline takes place due to:

(aa) Poor Management:
Always ( )
Sometimes ( )
Never ( )

(ab) Insensitive and thoughtless words from Superiors:
Always ( )
Sometimes ( )
Never ( )
(ac) Defective communication : Always ( )
Sometimes ( )
Never ( )
(ad) Non-response to grievances : Always ( )
Sometimes ( )
Never ( )
(ae) Unfair practice on Management's part : Always ( )
Sometimes ( )
Never ( )
(af) Weak Leadership : Always ( )
Sometimes ( )
Never ( )
(ag) Instigation by Union Leaders/Co-worker : Always ( )
Sometimes ( )
Never ( )
d. Does Union interfere with the matter of disciplinary action? : All Cases ( )
In most of the Cases ( )
Some Cases ( )
Never ( )
e. How do you rate the following for keeping indiscipline at the minimum? (aa) Effective : Motivation ( )
Training Programme ( )
Counselling ( )
Disciplinary Action ( )
(ab) Not effective : Motivation ( )
Training Programme ( )
Counselling ( )
Disciplinary Action ( )
f. How do you rate Union's reaction to disciplinary actions? : Violent ( )
Firm ( )
Flexible ( )
Conducive ( )
g. What are the Common misconducts amongst workmen:
16. WELFARE

<p>| | | |</p>
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<th></th>
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<tbody>
<tr>
<td>a. Do you have Labour Welfare Officer?</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(aa) If yes, how many?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Whether the following welfare facilities are provided?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(aa) Canteen</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(i) Canteen is run by</td>
<td>Company ( ) Contractor ( ) Other—P1.Specify.</td>
<td></td>
</tr>
<tr>
<td>(ii) Is Company subsidising the items supplied in the Canteen?</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ab) Rest Rooms</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ac) Creches</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ad) Washing/Bathing</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ae) Toilets</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(af) First Aid</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ag) Loan Facility</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ah) School</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ai) Medical Facility</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(aj) Co-operative Society</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
<tr>
<td>(ak) Sports/Recreation</td>
<td>Yes ( ) No ( )</td>
<td></td>
</tr>
</tbody>
</table>
(al) Housing : Yes ( )
No ( )

(i) If, Yes

Officers : To all ( )
To a few ( )
None ( )

Supervisors/Clerical : To all ( )
To a few ( )
None ( )

Operational : To all ( )
To a few ( )
None ( )

(ii) If few, what are the criteria for allotment of houses :

(an) Transport facility : Yes ( )
No ( )

c. How do you rate your employees satisfaction for welfare facility provided in your organisation?

satisfaction for welfare facility : Highly Satisfactory ( )
Satisfactory ( )
Dissatisfactory ( )
Highly Dissatisfactory ( )

d. Are your employees covered under ESI Act? : Yes ( )
No ( )

e. Any misuse of the benefit available under ESI is observed? : Always ( )
Many times ( )
Sometimes ( )
Never ( )

f. What steps you have taken to avoid misuse of ESI Leave? :

g. What is the average number of ESI Leave taken by your employees in a year? :

h. What is the average % of absenteeism in your organisation :

i. Is Maternity benefits made available to women employees as per statute? : Yes ( )
No ( )

(aa) If not, why? : 
j. What reasons you attribute for absenteeism and what steps you have taken to avoid absenteeism?

k. Are you giving Family Planning Incentives? Yes ( ) No ( )

(aa) If yes, what is the benefit:

l. Do you have an annual leave plan? Yes ( ) No ( )

17. TRADE UNION

a. How many recognised Trade Unions have you?

b. How do you rate Unions in your organisation? Co-operative ( ) Rigid ( )

c. Union's interference with Management's function: Always ( ) Manytimes ( ) Sometimes ( ) Never ( )

d. Whether Trade Union activities in your organisation have contributed towards...

(aa) Productivity: Always ( ) Sometimes ( ) Never ( )

(ab) Improved Performance: Always ( ) Sometimes ( ) Never ( )

(ac) Discipline: Always ( ) Sometimes ( ) Never ( )

(ad) Profitability: Always ( ) Sometimes ( ) Never ( )

(ae) Belongingness: Always ( ) Sometimes ( ) Never ( )

(af) Motivation: Always ( ) Sometimes ( ) Never ( )
e. How do you rate Union's approach towards Grievance Redressal?

(aa) Through Discussion

(ab) Through conciliation

(ac) Through Confrontation

f. Do you feel, the job of the Union is to educate the workers about their rights. And, it is the job of the Management to educate their employees about their duties.

If yes, whether it is applied in your organisation -

(aa) By Union

(ab) By Management

g. Whether any privileges are given to Office Bearers to deal with the issues during working hours.

If yes, Please specify:

18. INDUSTRIAL RELATIONS

a. Industrial Relations pose one of the most delicate and Complex problems to modern industrial society?

b. Are you satisfied with the Industrial Relations existing in your Organisation?

(aa) If no, specify reasons/suggestions
c. Are you satisfied with Union's approach towards maintaining harmonious Industrial Relations?
   (aa) If no, specify reasons/suggestions:

   d. Will workers' participation in Management contribute for...
   (aa) Better Industrial Relations:
   (ab) Better Productivity:

   e. Do you have a Grievance Procedure?
   (aa) If yes, please describe:

   f. What are the main causes of Employees grievances in your Organisation?
   (aa) Amenities:
   (ab) Compensation:
   (ac) Conditions of work:
   (ad) Promotions:
   (ae) Safety Environment:
   (af) Transfers:
   (ag) Disciplinary Actions:
<table>
<thead>
<tr>
<th>(ah) Superannuation</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(ai) Victimisation</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

| (aj) Others-P1.specify | | |
|-------------------------| |

<table>
<thead>
<tr>
<th>(aa) Loss of interest in work</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(ab) Poor quality of Production</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(ac) Low Productivity</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(ad) Increase in wastages</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(ae) Increase in absenteeism</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>(af) Increase in the incidents of accidents</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>(ag) Indiscipline</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(ah) Unrest</th>
<th>Always ( )</th>
<th>Sometimes ( )</th>
<th>Never ( )</th>
</tr>
</thead>
</table>

| (ai) Other - Please specify | | |
h. How are the grievances expressed in your Organisation.

(aa) By the employees: 
- Always: ( )
- Sometimes: ( )
- Never: ( )

(ab) Through Supervisors: 
- Always: ( )
- Sometimes: ( )
- Never: ( )

(ac) Through Union: 
- Always: ( )
- Sometimes: ( )
- Never: ( )

i. Please give details of industrial unrest in your organisation during the last 5 years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Strikes/Lock-out</th>
<th>No. of working days lost</th>
<th>Bonus</th>
<th>Wage Agreement</th>
<th>Disciplinary Actions</th>
<th>Any Others-Please Specify</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986-87</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1987-88</td>
<td></td>
<td></td>
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<td>1988-89</td>
<td></td>
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<tr>
<td>1989-90</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>1990-91</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>1991-92</td>
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19. SAFETY/HOUSEKEEPING/WORK ENVIRONMENT

a. Is the work in your organisation: Safe ( ) Hazardous ( )

b. Whether your employees are Safety conscious: Yes ( ) No ( )

(aa) If yes, how many of them are safety conscious? All of them ( ) Most of them ( ) Few of them ( )
(ab) If no, how many of them are not conscious? : All of them Most of them Few of them

c. Is there any training for Safety : Yes No

d. Whether necessary safety appliances are provided? : Yes No

e. Whether your employees are using safety appliances provided to them? : Yes No

(aa) If yes: All of them Most of them Few of them

(ab) If no, what actions are taken?

f. Whether there is a safety officer in your organisation? : Yes No

(aa) If no, state the reason:

for not employing a Safety Officer

g. Are there adequate facilities in the work place to control smoke, noise and odours? : Yes No

h. Are there adequate facilities for lighting, ventilations and temperature control? : Yes No

i. Are your employees responsive to good House-keeping? : Yes No

(aa) If yes, how many of them are responsive? : All of them Most of them Few of them

j. Is Union taking up the matter concerning safety and good House keeping with the Management? : Always Sometimes Never

k. Is Union educating workers for using safety appliances at work? : Yes No
l. Is Union educating workers for good House-keeping?  
   : Yes ( )  
   No ( )

m. Does your Company come under the Air and Water Pollution Act?  
   : Yes ( )  
   No ( )

n. Whether Safety Committee is constituted in your Company  
   : Yes ( )  
   No ( )  

   (aa) If not, what are the reason/s for not constituting Safety Committee?
PERSONNEL MANAGEMENT IN PRIVATE SECTOR INDUSTRIES
A CASE STUDY OF TEXTILE UNITS IN DAVANGERE

BY : PRAKASH MAHESHWARI B.Com.FCA
RESEARCH GUIDE : DR.K.S.DANIEL M.Com.Ph.D

QUESTIONNAIRE

INTERVIEW SCHEDULE FOR SHRI C.VALLIAPPAA - CHAIRMAN KARNATAKA
TEXTILE MILLS ASSOCIATION.

Q. 1. When Karnataka Textile Mills Association was formed? What is the present Membership?

2. What are the Aims and objectives of Karnataka Textile Mills Association.

3. Whether Karnataka Textile Mills Association has been successful in fulfilling its objectives?

4. What are the main achievements of Karnataka Textile Mills Association.

5. How do you rate productivity in Textile Mills in Karnataka as compared to neighbouring states?

   Lower [ ]
   Same [ ]
   Higher [ ]

   If lower, what are the factors contributing for low productivity?

6. How do you rate Growth of Textile Mills in Karnataka?

   - No Growth [ ]
   - Slow Growth [ ]
   - Good Growth [ ]

   If no or slow growth, what are the reasons for the same?
7. To what extent Karnataka Textile Mills Association has helped textile Mills in Karnataka for Growth, survival and revival?

8. Whether the 1st Textile Policy of August 1993 of Government of Karnataka has contributed for growth of textile Mills in the state?
   Yes [ ]
   No [ ]
If no, ve reasons.

9. The Dr. Textile Policy 1995 is under finalisation. How do you rate the Draft Policy, Will it contribute towards Growth?
   Yes [ ]
   No [ ]
If no, what are your suggestion to make the Policy more effective and purposeful.

10. How do you rate Personnel Management functions practiced in Textile Mills in Karnataka?
   (a) Not satisfactory [ ]
   (b) Satisfactory [ ]

12. What Trade Unions play active role for Workmen's contution towards...
   (a) Productivity: Always [ ]
   (b) Improved Performances: Always [ ]
   (c) Discipline: Always [ ]
   (d) Profitability: Always [ ]
13. What are the main causes of employees' grievances in Textile Mills......

(a) Amenities
- Always [ ]
- Sometimes [ ]
- Never [ ]

(b) Compensation
- Always [ ]
- Sometimes [ ]
- Never [ ]

(c) Conditions of work
- Always [ ]
- Sometimes [ ]
- Never [ ]

(d) Promotions
- Always [ ]
- Sometimes [ ]
- Never [ ]

(e) Safety Environment
- Always [ ]
- Sometimes [ ]
- Never [ ]

(f) Disciplinary Actions
- Always [ ]
- Sometimes [ ]
- Never [ ]

(g) Victimisation
- Always [ ]
- Sometimes [ ]
- Never [ ]

(h) Others - Please specify : 