QUESTIONNAIRE FOR MANAGER/SUPERVISORS
INDEPTH INTERVIEW STRUCTURE

1. Sl. No. ...................................................
2. Type of the Company/Enterprise ..........................
3. Span of Control ..........................................
4. Line or staff function ..................................
5. What is the workers attitude towards productivity?
6. What is the role of the trade union leadership in
   promoting the concept of productivity in the workers?
7. What is the role of communication in improving and
   implementing the concept of productivity?
8. What system of reward and punishment will be effective
   to increase productivity?
9. What is the impact of training and development on
   productivity? Give reasons for your views.
10. What are the aspirations of workers in your concern?
11. What do you think are the two characteristics of a good
    worker?
12. Can those characteristics be included in the workers of your concern? Yes/No.
   i) If yes, how?
   ii) If no, why not?

13. Do you think that workers understand the concept of productivity?

14. Do the workers understand the impact of productivity?

15. Are the workers in your concern overall happy/satisfied?

16. Can you mention two good/strong points of the enterprise?

17. How do you find your workers compared to workers in other enterprises?

18. Is it possible to change the perception and attitude of workers?

19. How can this be done?

20. Did you ever try to change the perception and attitude of workers?

21. Whom do the workers approach when they have any problem?

22. Is there any special training programme for workers?

23. Had any change taken place recently in your concern?
24. Which area has the change taken place in?

25. Do you perceive any change in near future?

26. Name two points that worry you most about the enterprise.

27. Do the workers have a tendency to resist change which is likely to affect them i.e. new technology for increasing productivity?

28. How are rewards and promotions given to candidates?

29. Do you completely prevent employees from keeping informal and personal relations with top management?

30. Do you strictly treat the employees in connection with their conduct in official job.
   a) Always    b) Yes in some cases    c) Never

31. How final decisions are taken when there is conflict in the organisation?
   a) Decision of majority.
   b) Decision of pressure group.
   c) Decision of higher ups.

32. Do you give emphasis on human factors?
   a) Yes        b) Yes to some extent      c) No.
33. Do you supply every relevant information to all employees?
   a) Yes to all   b) Yes to some one.   c) No.

34. Are there rules and regulations for handling any kind of problem which may arise in making most of the decisions?

35. Is job assignment clearly defined?
   a) Yes   b) Doubtful   c) No.

36. Does this organisation have rigid set of rules?
   a) Yes   b) No.

37. If yes, are all employees supposed to follow strictly?

38. Are instructions issued here by bosses and are expected to be carried out without delay and protest?
   a) Yes   b) No.   c) Not at once.

39. Does this organisation regard the complaints of employees and take necessary action soon after the complaints?
   a) Yes   b) No   c) Only after decision is made.

40. Are you always ready to listen to the complaints of employees?
   a) Yes always   b) Yes if it is reasonable.
   c) Depends upon the position of the organisation.
41. Do you consult the employees before taking the important decisions?
   a) Yes  b) Yes to some extent
42. Do you support trade union?
   a) Yes  b) Yes to some extent  c) No.
43. Do you think that different treatment is needed for different departments?
   a) Yes  b) No.  c) sometimes.
44. What method do you follow while recruiting the employees?
   a) On the basis of merit.
   b) On the basis of personal policies.
45. Do the employees obey all the rules pertaining to their job?
   a) Almost all employees.  b) some.  c) almost none.
46. Do you believe that if the people are happy productivity will take care of itself?
   a) Yes  b) Yes to some extent  c) No.
47. Do you often seek advice from your subordinates before decisions are made?
   a) Yes from all  b) Yes from some
   c) No, not at all.
48. Do all employees know what is the goal of the enterprise?
   a) Yes all employees  b) A few of them  c) None of them.

49. Are knowledge and expertise recognised and rewarded here?
   a) Without fail  b) Sometimes  c) Not at all.

50. Are the specialists and the experts trusted here?
   a) All specialists  b) Some are highly trusted  c) All are not trusted.

51. How do you like to solve the employers' problem in future?
   a) Handling them with sympathy
   b) Discussing with them to bring mutual agreement.
   c) With the help of law Court.

52. Does this organisation have the habit of allowing the employees to join in solving day-to-day problems.
   a) Yes always  b) Sometimes wherever needed,  c) If they are willing  d) No never.
PERCEPTIONS OF MANAGERS/SUPERVISORS

1. What are your views/attitudes/outlook
   (Positive or Negative) towards
   i) Workers.
   ii) Workers' problem at work.
   iii) Work problems outside work place.
   iv) Development of workers on the job.
   v) Workers' career planning/development.
   vi) Workers' general well being.
   vii) Workers' aspiration regarding
        a) Job    b) Children

2. What are the workers' attitude towards
   i) Work
   ii) Work place
   iii) Supervisors
   iv) Management
   v) Enterprise
   vi) Union
   vii) Benefits
   viii) Militancy.
3. Whom do the workers go to when they have a problem and why?

4. Name the best three aspects of the concern.

5. Why are you worried about the concern?
   i) Present  ii) Future

6. What are your comments on the impact of the following on Industrial Relations?
   i) Decision making Process (Objective and delays).
   ii) Systems and procedures.
   iii) Organisational structure.
   iv) Delegation.
   v) Values and culture of the organisation.
      (Suggestions if any)

7. What area of management you think need to be looked into for improving Industrial Relations Environment?
   Give suggestions.

8. Role of communication on I.R. Process, its importance:
   your views on the existing communication process/necessity and suggestions for improvement.

9. Your views on the present I.R. environment:
   i) In the concern
   ii) Overall
10. What is the emerging pattern of overall I.R. environment and its impact on I.R. in the enterprise?

11. Suggest strategy to cope with the challenge of the change in the I.R. environment.

12. What are the current issues with the union? Has there been or likely to be any distinguishable change in the nature of issues.
Few Relevant Issues/Their Impact on Industrial Relations

1. Organisation structure/Roles/Perceptions.
   i) No of works committees.
   ii) Members' selection process.
   iii) Pattern of change necessitated by growth.
   iv) Diversification.
   v) Technological complexities.

2. Communication Process:

3. Management of Change:
   i) Technological complexity
   ii) Growth
   iii) diversification
   iv) Environmental
   v) Professionalisation.


5. Policy for growth.
6. Delegation:

   i) Delegation of authority,
   
   ii) Use of delegated authority
   
   iii) Parting of knowledge
   
   iv) Succession of leadership
        (Identification/training).
INFORMATION ABOUT PERSONNAL FUNCTIONS
(ITEMS AND SYSTEM)

1. Organisational Structure/Roles:
   i) No. of works committees.
   ii) Members i.e., - Representatives from different categories/levels.
   iii) Process of selection of Members.

2. Human Resource Development,
   Man Power Planning:
   Recruitment Policies:
   Preference to sons and relatives of the employees, at what level?
   (Any Badli/Temporary labour if so how are they made permanent?)
   Current Planning:
   Training & Development Programmes
   (External/Internal Programmes - their roles)

3. Wage and salary systems:
   O.T. rates, - Is it only for few hours, Sunday working
allowance if any (Percentage of the total salary wages, bill etc.)

4. Appraisal system:
   (Performance appraisal system - industrial engineering techniques - applied job evaluation) Incentive schemes.

5. Promotion Policies.

6. Disciplinarity Procedure/Action taken (a few example).

7. No. of holidays/leave, C.L. S.L. P.L. (Which festivals)

8. Absenteeism percentage:
   Action on absenteeism (a few examples)

9. Negotiations:
   i) Copies of past agreement:
      With staff
      With workers.
   ii) Number of Court cases - last five years profile - issues settled, nature of settlement - pending issues.
   iii) Strikes/go slow nature, issues, how handled?
   iv) Change in the nature of issues - conflicts pattern.

10. Union Membership fee, Methods of funding, Percentage of arrears:
    i) for workers
    ii) for staff
No. of Memebrs (Profile)
Workers
Staff

11. Procedure of Advance to workmen quantum of advance.


13. Other Activities: Cultural Activities
   Sports
   Religious
   Political
   Social

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Annexure - V

QUESTIONNAIRE FOR WORKERS

Study of circumstances/situations obtaining in the enterprise from the point of view of the workers.

1. How do you feel working in this enterprise? Why?
2. What is your opinion about your enterprise as compared to other outside enterprises?
3. What is your opinion about Technical and Mechanical Materials used in your enterprise?
4. Whom do you approach to your personal or on the job difficulties? Do you get necessary help in solving these difficulties?
5. Give two best qualities of your enterprise.
6. Describe the atmosphere/situations in your enterprise. Do you feel it necessary to have improvement in it?
7. Do you feel relations between the enterprise and the Union are of mutual understanding/friendly?
8. Did you have promotional or prosperous opportunities since your appointment in this enterprise?
9. What do you feel are the reasons for increase of production capacity of the enterprise?
10. What do you feel is the role of the Union in the increase of production capacity of the enterprise?

11. Do you get the required information, advice and training from your immediate superiors?

12. Do you meet very high ranking officials of your enterprise frequently? In what connections?

13. Have there been changes in your enterprise during the past 2/3 years.

14. When did you get the information of these changes from?

15. Do you feel that your children should work in this enterprise? Why?

16. What are your expectations from your children.

17. Is the opportunity given to workers relatives at the time of recruitment in the enterprise? What is your opinion about this Policy?

18. Do you participate or take interest in union matters?

19. Do your expectations from our union get fulfilled?

20. How will you improve functioning of your union if you become its leader?

21. What difference will it make to you if the present leadership of the union is changed?
22. Do you feel it necessary that union leaders are also required to be trained?

23. What is the opinion of your neighbours, relatives about your enterprise?

24. Do you feel that present pay-scale and other benefits are commensurate with the work done?

25. If changes are to be effected in the benefits received, what are the considerations which should be given more weightage.

26. Do you have your own goal of performance in this organisation?
   a) Yes  b) To some extent  c) No.

27. Are you allowed to do anything important without asking your superiors?
   a) Yes  b) Depends upon the conditions  c) No.

28. Do you consult the higher ups even for small matters?
   a) Yes  b) To some extent  c) No.

29. Working conditions:
   i) Ventilation  (a) Sufficient  (b) Inadequate
   ii) Light  (a) Adequate  (b) Inadequate
   iii) Fan  (a) Satisfied  (b) Not satisfied
   iv) Toilet  (a) Adequate  (b) Inadequate
   v) Posture  (a) Problematic  (b) Non-problematic
30. What is your age?

31. How long have you been working in this organisation?

32. Pay scale:

33. What is your qualifications:

34. What is your marital status?
   a) Married      b) Unmarried

35. Distance of residence from the (Office).

36. Are you indebted to anybody?
   a) No.      b) A large amount      c) A small amount.

37. Are you satisfied with the leave rules & procedures given to you?
   a) Fully satisfied      b) Reasonable      c) Not satisfied.

38. How do you like your work?
   a) Extremely heavy      b) Reasonable
   c) Not heavy at all.

39. Do you feel that your colleagues are helpful?
   a) Yes          b) Yes to some extent      c) No.

40. Are you satisfied with the quality and style of supervision?
   a) Yes fully      b) Yes partly      c) No.

41. How is your work supervised?
   a) Frequently      b) Reasonably      c) Not frequently.
42. Do the supervisors have the habit of boasting?
   a) Yes   b) Sometimes   c) No

43. Are you fond of your religious ceremonies and festivals?
   a) Very much   b) Sometimes   c) Not at all

44. What position do you hold in this organisation?

45. In which department of this organisation do you work?

46. Do you like that department?

47. What is the reason?

48. Do you think that employees of all the departments are treated equally?
   a) Yes   b) No