QUESTIONNAIRE FOR WORKERS

N. B. Please mark (✓) for the appropriate answers

**Personal information**

1. Name :
2. Education :
3. Experience : 0-10 Yrs _____ 10-20 Yrs _____ >20 Yrs _____
4. Age : 30-40 Yrs _____ 40-50 Yrs _____ >50 Yrs _____
5. Total Salary Per Month :
   (Basic + D.A. + HRA + Allowances)
6. GRADE
   a) Skilled : _____
   b) Semiskilled : _____
   c) Unskilled : _____
7. No. of Dependents :
8. Family Members :

**Objectives Of The Questionnaire.**

1. To find out whether non-wage motivational incentives to the industrial workers help in maintaining industrial peace.
2. To find out the opinions of worker regarding non-wage motivational incentives.

**Q.1** Please state your opinion about following statements.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Statements</th>
<th>Agree</th>
<th>Disagree</th>
<th>No Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I love my company.</td>
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<tr>
<td>2.</td>
<td>I get job satisfaction</td>
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<td>3.</td>
<td>I have job security.</td>
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</tbody>
</table>
4. I trust in management of my company.

5. Workers work with team spirit in our company.

6. I get wages according to my merit.

7. This company gives recognition to the sincerity of workers.

8. Managers and workers have harmonious relations.

9. Workers and managers trust in each other.

10. The present financial position of our company is good.

11. As on today industrial peace exists in the company.

**Q.2** Give your opinion about Non-Wage benefits and state whether they are sufficient.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Allowances</th>
<th>Amount Per Month</th>
<th>More than Sufficient</th>
<th>It is just sufficient</th>
<th>It is inadequate</th>
<th>It I too inadequate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>D.A.</td>
<td></td>
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<td>2.</td>
<td>H.R.A.</td>
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<td>3.</td>
<td>Gratuity</td>
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<td>4.</td>
<td>Contribution to P.F. by management.</td>
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<td>5.</td>
<td>Bonus Payment</td>
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<td>6.</td>
<td>LTA per year</td>
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<td>7.</td>
<td>Transport</td>
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<td></td>
<td>Allowance</td>
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<td>8</td>
<td>Education Allowance</td>
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<td>9</td>
<td>Attendance Allowance</td>
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<td>10</td>
<td>Night Shift Allowance</td>
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<td>11</td>
<td>Washing Allowance</td>
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<td>12</td>
<td>Medical Allowance</td>
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<td>13</td>
<td>Production Incentives</td>
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<td>14</td>
<td>Quality of uniform</td>
<td></td>
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<tr>
<td>15</td>
<td>Canteen facility</td>
<td></td>
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<tr>
<td>15a</td>
<td>Quality of food.</td>
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<td>15b</td>
<td>Subsidy for canteen.</td>
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<td>16</td>
<td>Leave facilities</td>
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<td>16a</td>
<td>Privilege</td>
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<td>16b</td>
<td>Casual</td>
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<td>16c</td>
<td>Medical</td>
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<td>17</td>
<td>Ex-gratia Allowance</td>
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<td>18</td>
<td>Any other Benefit</td>
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</tbody>
</table>
Q.3 Do you feel that the benefits given to you are in proportion to your work?
   Yes _____  No _____  No Comments _____

Q.4 Whether the company has stopped any of the above benefits?
   Yes _____  No _____  No Comments _____

Q.5 If your answer to Q No 4 is ‘Yes’, has the stoppage caused any personal loss to you?
   Yes _____  No _____  No Comments _____

Q.6 From the existing benefits if company decides to discontinue one of the benefits. How would you react?
   (a) Become angry _____
   (b) Conflict with management _____
   (c) Will try to understand management views _____
   (d) Keep Quiet _____

Q.7 Is there any relation between the non-wage motivational benefits which are enjoyed and the industrial harmony?
   Yes _____  No _____  No Comments _____

Q.8 Do you expect management to discuss with you, before granting any benefit to you?
   Yes _____  No _____  No Comments _____

Q.9 Due to future financial problems, if company decides to discontinue such benefits. Will this be acceptable to you?
   Yes _____  No _____  No Comments _____

Q.10 If No, will you accept the same if management takes the workers into confidence and assure them to restore the benefits after improvement of financial position?
   Yes _____  No _____  No Comments _____
Q.11  When such benefit has been discontinued, due to financial problem, Will you expect compensation in some other form for the corresponding period?
Yes _____  No _____  No Comments _____

Q.12  Do you feel that the number of benefits, their quantum or compensation should increase after every three years along with the wage agreement?
Yes _____  No _____  No Comments _____

Q.13  Do you feel that management considers grant of welfare work (Non-Wage benefits) as an easy device to make their employees subservient?
Yes _____  No _____  No Comments _____

Q.14  Do you feel that the generation gap among management representatives has resulted in change of their attitude towards welfare programs?
Yes _____  No _____  No Comments _____

Q.15  The company workers get more benefits as compared to some other occupations (e.g. Schools, Colleges or Govt. Depts.) Do you agree?
Yes _____  No _____  No Comments _____

Q.16  The non-wage motivational incentives make a worker’s life happy and satisfied that leads in maintaining industrial peace. Do you agree?
Yes _____  No _____  No Comments _____
QUESTIONNAIRE FOR MANAGEMENT REPRESENTATIVES

N. B. Please mark (✓) for the appropriate answers

Personal information

1. Name:

2. Age: 30-40 Yrs _____ 40-50 Yrs _____ > 50 Yrs _____

3. Sex: Male _____ Female _____

4. Academic Excellence:

5. Experience:
   a) Present Organisation: Years _____
   b) Previous Organisation: Years _____

   __________
   Production Support Service
   __________
   Personnel Office

7. Remuneration (Per Month): ≤ Rs10K _____ Rs10K-15K _____ > Rs15K _____
   (Basic + D.A. + HRA + Allowances)

Objectives Of The Questionnaire

1. To understand views of management representatives about non-wage motivational incentives given to the industrial workers and its utility towards industrial peace and harmony.

2. To receive suggestions from these management representatives in regards to the improvement in present non-wage motivation system after understanding the effects of the same.

3. To understand their views about the hypothesis of the research study.
Q.1 Do you think that labour welfare and motivation are necessary to raise effectiveness and efficiencies of the workers?
Yes _____  No _____  No Comments _____

Q.2 Statutory amenities are those which have been established on minimum standards by law. Does your Company follows these regulations sincerely?
Yes _____  No _____  No Comments _____

Q.3 Generally management is not in favour of starting any welfare measure voluntarily on their own. Do you agree?
Yes _____  No _____  No Comments _____

Q.4 Do you feel that management considers welfare work as an easy device to make their employees subservient?
Yes _____  No _____  No Comments _____

Q.5 If your answer to Q.4 is ‘NO’, then state the reasons for the same.
i.
ii.
iii.
iv.

Q.6 Do you feel that workers are serious about the organizational goals and objectives?
Yes _____  No _____  No Comments _____

Q.7 Do you feel that the workers are satisfied with the motivation benefits, they are presently given?
Yes _____  No _____  No Comments _____

Q.8 If your answer to question (7) is ‘NO’, in your opinion, what could be the reasons?
i.
ii.
iii.
iv.

Q.9 Do you feel that workers are never contented with the present benefits and will always demand for more facilities?
Yes _____ No _____ No Comments _____

Q.10 Do you feel that workers are becoming welfare addicts these days?
Yes _____ No _____ No Comments _____

Q.11 Do you think that it is necessary to explain Company’s objectives before introducing any new motivational scheme?
Yes _____ No _____ No Comments _____

Q.12 Do you think that introduction of any facility should be linked with productivity, profits and discipline?
Yes _____ No _____ No Comments _____

Q.13 Management withdraws of the benefits without assigning any reason. Do you feel it may lead to industrial unrest in your organisation?
Yes _____ No _____ No Comments _____

Q.14 Support your answer to question no. 13, with few examples.

Q.15 Does financial position of the Company bears direct relationship with welfare facilities given to the employees?
Yes _____ No _____ No Comments _____

Q.16 Do you feel that generation gap between management representatives and employees have influence over management’s attitude towards welfare programmes?
Yes _____ No _____ No Comments _____
Q.17 Welfare measures or different allowances are considered as negotiation tools to achieve short term objectives of the Company. Do you agree?
Yes _____ No _____ No Comments _____

Q.18 Do you agree that the management should consider long term benefits for their workers, before initiating any new welfare facility to them?
Yes _____ No _____ No Comments _____

Q.19 Does labour turnover has influence over welfare facilities given?
Yes _____ No _____ No Comments _____

Q.20 Does growing unemployment make management more conservative about welfare facilities given to the employees?
Yes _____ No _____ No Comments _____
QUESTIONNAIRE FOR UNION LEADERS

N. B. Please mark (✓) for the appropriate answers

Personal information

1. Name :

2. Age : 30-40 Yrs ______ 40-50 Yrs ______ > 50 Yrs ______

3. Sex : Male ______ Female ______

4. Academic Excellence :

5. Experience :

6. Nature of the Job : Shop-floor ______ Office ______

7. Name of the Union :

8. Affiliation with Trade Union :

9. No. of Union Member :

10. Your Responsibility in the Union :

Objectives Of The Questionnaire

1. To find out whether there is any relation between the non-wage benefits given to worker and industrial peace.

2. To understand how the relation and trust between management & unions would improve further.

Q.1 Do you put forward every grievance of workers to the management?
Yes _____ No _____ No Comments _____

Q.2 Do you think that management is biased while discussing workers problems?
Yes _____ No _____ No Comments _____

Q.3 In your opinion what strategy management uses while discussing workers problems with you?
• Understand workers viewpoint
• Just to listen grievances
• Do not agree immediately.
• To oppose

Q.4 In your opinion, how are the relations between management and workers / unions in the industrial sector, where your company is located?
• Good and trustworthy
• Mistrust and stressed
• Depends upon situation
• No comments

Q.5 Do you agree that industrial workers have to work more than workers do in other sectors?
Yes _____ No _____ No Comments _____

Q.6 Do you feel that an industrial worker gets more wages and facilities as compared to other sector. (such as School / College, Govt. Dept.)
Yes _____ No _____ No Comments _____

Q.7 Do you agree that there is certain relationship between Non-Wage benefits & industrial peace?
Yes _____ No _____ No Comments _____

Q.8 Do you remember any incident where industrial unrest was created in your company, due to discontinuation of one of the benefits?
Yes _____ No _____ No Comments _____

Q.9 If your answer of question no. 8 is yes, then please give more details about the incident.
Yes _____ No _____ No Comments _____
Q.10 Do you feel that mutual trust between management and workers is a must for smooth functioning of organisation?
Yes _____ No _____ No Comments _____

Q.11 In your opinion how such trust can be developed?
Yes _____ No _____ No Comments _____

Q.12 Do you feel that corporate management agrees to the demands raised by union without much opposition to avoid problems in factory during their tenure?
Yes _____ No _____ No Comments _____

Q.13 Do you feel that labour welfare means increasing existing allowances or grant of additional allowances?
Yes _____ No _____ No Comments _____

Q.14 Benefits such as housing, child development, higher education have positive relation with job satisfaction. Do you agree?
Yes _____ No _____ No Comments _____

Q.15 If company decides to initiate a scheme where workers have to work more to get the benefit of the scheme and management contributes equally for the success of the scheme. Whether worker would agree to such schemes?
Yes _____ No _____ No Comments _____

Q.16 Some management representative feel that workers demands are increasing day by day. Do you agree to this viewpoint of management representatives?
Yes _____ No _____ No Comments _____

Q.17 If answer to question no 16 is ‘NO’ then your opinion on the same.
Q.18  Do you feel that the management and unions should jointly initiate such schemes where by a worker will get more benefits in his old age or after retirement?

Yes _____ No _____ No Comments _____
Glossary of the Terms

**Business Environment:** The term Business Environment includes both internal and external factors. They directly and indirectly affect the working of a business.

**Compulsory Retirement Scheme:** It is the removal of employees in an undemocratic manner in which employees are compelled to opt for retirement.

**Downsizing:** To reduce the unutilised workforce in the organisation for the purpose of cost-cutting is called downsizing.

**EXIT Policy:** To reduce the workforce by minimising the pay bill by giving VRS to the excess staff is called EXIT policy.

**Financial motivators:** Financial motivators include wages and salary, bonus, profit-sharing, paid leave, medical allowance, etc.

**Human Resource Management:** It is the proper blending of ‘Personnel Management’ and ‘Industrial Relation’ which is directed to the achievement of organisational objectives.

**Industrial Relations:** It means the relationship between employers and employees.
**Intrinsic Rewards:** Intrinsic rewards are the rewards given in the form of money. These are paid directly to the employees. They are independent in nature. They are paid to an employee depending upon his individual performance.

**Motivation:** Motivation is the driving force behind all human activities in this world. Motivation is an intervening variable. It cannot be seen, heard or felt. It's a purely inferred from behaviour.

**Non-financial Motivators:** They are not at all concerned with the actual monetary rewards.

**Open Door Policy:** Liberalisation allows foreign companies to enter into domestic economy is called ‘Open Door Policy’.

**Trade Union:** It is an association of employees or of independent workers. It is a need based association of workers. It has its long term existence having legal entity. The basic idea is to bring economic benefits for its members. The

**Voluntary Retirement:** means ‘willingly to give up the employment’. The employee takes this decision as per his own will and wish. He need not disclose the reason for his decision.
**Voluntary Retirement Scheme:** It is known as VRS is the option given to employees to quit the job at their own will before reaching the age of superannuation. It has link with civil services since British rule in India.

**Wage and Salary Administration:** It means to evaluate the performance of an employee and to arrange wage or salary structure accordingly. It aims at the establishment of an equitable labour-cost structure by which cost-benefit ratio of an organisation can be studied. Thus, managers study the employee needs
Bibliography of Reference Books


Bibliography of Articles / Journals / Magazines


Webliography

