Annexures

- Questionnaire for Workers at Shop Level 1
- Questionnaire for Plant Supervisor/Gangman 19

Regarding Productivity Improvement Schemes
Questionnaire for Workers at Shop Level

Annexure-I

Part I Profile:

1. Name:

2. Age (25 to 30, 30 to 35, 35 to 40, 40 to 45 & 45 to 50):

3. Qualification (Matric, Diploma, Degree):

4. Pay scale:

5. Number of dependents:

6. Do you belong to rural or urban area?

7. Occupation of your parents:

<table>
<thead>
<tr>
<th>Father</th>
<th>Tick</th>
<th>Mother</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worker</td>
<td></td>
<td>House wife</td>
<td></td>
</tr>
<tr>
<td>School Teacher</td>
<td></td>
<td>Worker</td>
<td></td>
</tr>
<tr>
<td>Govt. Employee</td>
<td></td>
<td>School Teacher</td>
<td></td>
</tr>
<tr>
<td>Private Sector Employee</td>
<td></td>
<td>Govt. Employee</td>
<td></td>
</tr>
<tr>
<td>Farmer</td>
<td></td>
<td>Private Sector</td>
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<tr>
<td>Own business</td>
<td></td>
<td>Employee</td>
<td></td>
</tr>
<tr>
<td>Any other</td>
<td></td>
<td>Farmer</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Own business</td>
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<td></td>
<td></td>
<td>Any other</td>
<td></td>
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</tbody>
</table>

8. Whether your spouse is employed? Yes/No

   If yes, nature of employment:

<table>
<thead>
<tr>
<th>Nature of Employment</th>
<th>Tick</th>
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</thead>
<tbody>
<tr>
<td>Worker</td>
<td></td>
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<tr>
<td>School Teacher</td>
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<td>Own business</td>
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<tr>
<td>Any other</td>
<td></td>
</tr>
</tbody>
</table>
9. Residence

<table>
<thead>
<tr>
<th>Nature of Employment</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Colony</td>
<td></td>
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<tr>
<td>Quarter Provided by the company</td>
<td></td>
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<tr>
<td>Own</td>
<td></td>
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<tr>
<td>Rental</td>
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</table>

Part II Work Profile:

1. Nature of your work
   - Supervision
   - Maintenance
   - Assembling
   - Assistance
   - Any other operational activity

2. Since when you are working on this job?

3. Have received any special training to perform this job?

   i) Whether training center is established in plant? : Yes/No
   ii) How often you have to undergo training : Occasionally / Periodically / Regularly
   iii) Whether Training is Compulsory? : Yes/No
   iv) Is there a periodical training programme? : Yes/No
   v) Whether training is linked with promotion? : Yes/No
   vi) How training is associated with promotion?
   a) It is compulsory to attain certain minimum training programmes : Yes/No
b) Increments are linked with training  

c) Transfers are linked with training  

d) Rotational job cannot be acquired without training  

e) New assignments are not given unless and until certain training is attended.  

f) Remarks in the assessment report are based on trainings attended.  

Part III Target Setting:

1. Do you get incentives other than salary  
   If yes, nature of incentives  
   Yes/No  

A) Monetary:  
   1. Bonus  
   2. Additional allowances  
   3. Exgratia payments  
   4. Pay Rises  
   5. Gifts & Presents  
   6. Cash rewards  
   7. Any other  

B) Non-Monetary:  
   1. Letter of Appreciation  
   2. Certificate of merit credit excellence  
   3. Special designation/awards  
   4. Quick promotions  
   5. Transfer to higher post or prestigious jobs  
   6. Any other
2. Do you get perquisites? : Yes/No
   If yes,
   1. Medical allowance
   2. Conveyance allowance
   3. Food allowance
   4. Soft loans
   5. Group insurance
   6. Medical reimbursement benefit
   7. Rent free accommodation
   8. Educational allowance
   9. Vehicle allowance
   10. Any other

3. Whether your work is linked with certain performance target. : Yes/No
   A) If Yes,
      How the targets are set?
      1. Decided by the management
      2. Decided by considering the past performance
      3. Market requirements
      4. Departmental targets
      5. Any other

   B) Whether performance targets are revised? : Yes/No
      If yes,
      1) Monthly revised
      2) Quarterly revised
      3) Half yearly revised
      4) Annually revised
C) Whether regular follow-up is taken regarding achievement of targets: Yes/No

If yes, whether any remarks are noted regarding achievement of targets.

D) Whether non-achievement of targets is taken seriously?: Yes/No

E) Is there any system to punish for non-achievement of targets?: Yes/No

F) If your performance is above set targets are you praised/encouraged?: Yes/No

G) Whether weekly targets are announced in advance?: Yes/No

If yes, Whether the opinions of workers are considered while setting the targets?: Yes/No

H) Whether workers are encouraged to offer suggestions regarding setting of targets?: Yes/No

I) If targets are not achieved any review meeting is taken?: Yes/No

J) Whether non-achievement of targets is taken seriously?: Yes/No

If yes, how the measures for improvement of target setting are implemented?:

4. Is there any productivity/Quality Team in shop level?: Yes/No

5. Are you member of productivity/Quality Team?: Yes/No

6. Is there any Quality Circle at shop level?: Yes/No

7. Are you member of Quality Circle?: Yes/No

8. Whether the targets are announced and displayed at certain points in the shop?: Yes/No

9. Do you feel that managers make sufficient efforts to help you to achieve the target?: Yes/No
10. Do you think your personal problems affect achievement of your target?  
   If yes, how you adjust your performance under situation of stress/tension?  
   1) Change of work  
   2) A little rest  
   3) Workless on a particular day and complete the target next day's schedule.  
   4) Prefer to take casual leave.  

11. Do you feel that the set targets are often unrealistic?  
   If yes, do you bring it to the notice of your supervisor?  

12. Do you think that it is essential to achieve set targets under all circumstances?  

13. Do you feel that training helps in improvement of performance?  

14. Do you feel that mechanical supervision and computerization has helped in improving the performance?  

Part IV Waste Control & Maintenance:

A. 1. Are you provided with special training to control loss of materials, time etc. at your work place?  

2. Are you instructed regularly about how to handle equipments?  

3. Are you provided with special training regarding how to save time?  

4. Are you trained as to how to minimize your movements at your work place?  

5. Are there special instructions regarding storage of output/finished output?
6. Are you equipped with facilities to reduce your movements while handling materials? : Yes/No

7. Whether there is any special arrangement to control loss of raw materials due to improper handling? : Yes/No

8. Whether there is a mechanised system for transfer, storage, packing of finished products? : Yes/No

9. To what extent the materials handling jobs are mechanised
   a) Fully : ☐
   b) Partially : ☐
   c) Significantly : ☐
   d) not at all : ☐

10. Are you provided with certain equipments to minimize loss due to improper handling due to human interference? : Yes/No

11. Whether care is taken to control quality of output by using computer or mechanised device. : Yes/No

12. What special instructions are provided as to control of waste, if any? :

B) 1. Are you instructed regularly regarding cleanliness at the shop level? : Yes/No

2. If yes, whether certain facilities are provided to maintain cleanliness. :

3. Special training is provided to maintain cleanliness at shop level. : Yes/No

4. If yes, nature and type of training :
5. Are you given special incentives or prizes for keeping the work place clean?: Yes/No

6. Is there any suggestion box at your plant?: Yes/No
Are you encouraged to offer suggestions?: Yes/No
If yes, if you offer useful suggestions are you rewarded for such suggestions?: Yes/No

7. How often you offer such suggestions?: ______________________

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Part V  Approach Towards productivity:

1. Do you feel that it is necessary to improve productivity of the unit?: Yes/No
   If yes, who should be entrusted in the job of productivity enhancement?: top management / managers / workers.

2. Do you think productivity can be enhanced by setting certain targets?: Yes/No

3. Do you feel that continuous enhancement in productivity targets results in exploitation?: Yes/No/Can not say

4. Do you feel that management should take a periodical review of targets?: Yes/No

5. Do you think that productivity improvement should be linked with salary/wages.: Yes/No

6. Will you appreciate a productivity linked bonus scheme?: Yes/No

7. In your view who is responsible for productivity enhancement?
   Individual worker: ☐
   Group of workers: ☐
   Supervisor: ☐
<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Should there be a group review of performance?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>9</td>
<td>Whether collective efforts should be made for productivity improvement?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>10</td>
<td>How the workers can be motivated to enhance the productivity?</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Do you think that benefits of productivity enhancement should be shared with the workers?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>12</td>
<td>What the management should do to create a climate favourable to enhance productivity?</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Whether mechanization of jobs is a solution to enhance the productivity?</td>
<td>Yes/No</td>
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</tbody>
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Annexure-II

Questionnaire for Plant Supervisor/Gangman Regarding Productivity Improvement Schemes

1. Do you have a set and well-defined productivity policy? : Yes/No

2. Is there a productivity manual/works manual : Yes/No

3. With what productivity targets are linked :
   i) Qualitative achievements
   ii) Quantitative achievements
   iii) Net saving in terms of money
   iv) Monetary saving
   v) Saving in labour & time
   vi) Waste control
   vii) any other

4. Whether certain schemes are implemented to develop productivity & quality culture in your unit such as :
   i) Quality circles
   ii) Productivity quality schemes
   iii) Target enhancement teams
   iv) Any other

5. Whether the workers are informed about productivity targets? : Yes/No

6. Whether the target setting is done for individual worker or for a batch of workers? : Yes/No
7. How the target setting is done:
   i) Past performance: ☐
   ii) Market requirement: ☐
   iii) Corporate policy: ☐
   iv) Availability of inputs: ☐
   v) Any other: ☐

8. Whether workers are taken into confidence while setting targets?: Yes/No

9. What parameters are used to measure the productivity?
   i) Wage-output ratio: ☐
   ii) Time output ratio: ☐
   iii) Set target to actual performance: ☐

10. Whether any specific measures are taken to control the idle time? (please specify)

11. Whether special caution is taken to control unnecessary movements of the workers.
    If yes, please elaborate:

12. Are there specific methods to control material waste?: Yes/No

13. What kind of arrangements are made for handling & transportation of materials?
    1. Fully automatic system: ☐
    2. Computerised monetary system: ☐
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
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<tbody>
<tr>
<td>3. Semi-automatic handling system</td>
<td></td>
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<tr>
<td>4. Controlled manual transportation system</td>
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<td>14. Whether new techniques of logistics management are used?</td>
<td>Yes/No</td>
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<tr>
<td>If yes, please specify the techniques</td>
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<tr>
<td>15. Whether the techniques like supply chain management are adopted to control expenditure on distribution, transportation and handling.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>16. Is there any productivity linked bonus system?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>17. How the workers are motivated to enhance their efficiency</td>
<td></td>
</tr>
<tr>
<td>1. Special bonus</td>
<td></td>
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<tr>
<td>2. Incentives</td>
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<tr>
<td>3. Monetary rewards</td>
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<tr>
<td>4. Non-monetary rewards</td>
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<td>5. Appreciation</td>
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<tr>
<td>6. Any other</td>
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<tr>
<td>18. Is there any scheme to recognize the outstanding workers?</td>
<td>Yes/No</td>
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<tr>
<td>19. Is there any scheme to promote excellence and efficiency?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>20. Whether the workers are reprimanded for non-performance?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>21. Whether there is any assessment scheme based on performance for the workers?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>22. Whether the gains of productivity improvement are announced?</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>
23. Whether workers are encouraged to share benefits of productivity improvement? : Yes/No

24. Whether any particular scheme is installed to enhance productivity.
   If yes please provide details : 

25. If the factory has introduced any innovative scheme for productivity improvements kindly provide details.
   : 

26. Whether review is taken regarding productivity schemes?
   If yes, how the feedback of such scheme is used?
   : 