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## **1 EXECUTIVE SUMMARY**

### **1.1 Overview**

1.1.1 Image Audit is a dynamic research tool to measure the 'hidden perception' of internal and external stakeholders. Public Services International (PSI), in its current efforts to understand the 'mindset' of the Tamilnadu State Government employees, in the post dismissal – reinstatement era, had engaged Prime Point Public Relations P Limited, pioneers in Image Audit, to study the perception of all the Tamilnadu State Govt. employees.

1.1.2 Image Audit is based on the fact that the people perceive uniformly in a systematic pattern on the issues, which are familiar to them, irrespective of their environment.

### **1.2 Scope of study and methodology**

1.2.1 During 2003, when the Government employees went on agitation and planned to go on strike, demanding redress of their grievances, the Government of Tamilnadu dismissed enmasse nearly two lakh employees and imprisoned thousands of the agitators. Subsequently, when the employees went on appeal to Supreme Court, the Hon'ble Court upheld the Government decisions and also struck down the union's right to strike.

1.2.2 Though subsequently, all the employees have been taken back and the police cases have been withdrawn, there appears to be some 'tension' between the employees and the Government.

1.2.3 Under these circumstances, Public Services International (PSI) retained Prime Point Public Relations (P) Limited, Chennai to undertake the Image Audit of the 'mindset' of the Government employees in Tamilnadu.

1.2.4 The objective and scope of this study was to study the perception of the Government employees on the current functioning of the Employees' Unions, their expectations and to seek their suggestions for the functioning of the Unions.



- .
- 1.2.5 In the first phase, it was decided to conduct an 'Image Audit' at Cuddalore, Vellore, Tiruchy and Chennai. After an elaborate discussion with the officials of PSI, a draft questionnaire was prepared covering 15 issues.
  - 1.2.6 The draft questionnaire was test audited and a final questionnaire was prepared, in consultation with PSI. In order to maintain the neutrality of the Image Audit, a team consisting of freelance journalists, media students were formed by Prime Point for administration and data processing.
  - 1.2.7 The respondents were given a questionnaire and asked to furnish their 'perception' by ticking the options given there, without indicating their identity. After completing the questionnaire, the respondents were asked to drop it in a box provided for this purpose. Throughout this process, anonymity was maintained and the respondents were given confidence that the response sheets would be analysed by an outside agency.
  - 1.2.8 The team started the process of Image Audit at Cuddalore on 20<sup>th</sup> September 2004. Samples were collected from Vellore, Tiruchy and Chennai in the same manner. In all the centers, care was taken to collect the samples from different offices, with different age groups, gender and belonging to different Employees' Unions.
  - 1.2.9 The data so collected were processed and analysed for preparing the final report.

### **1.3 Highlights of findings**

- 1.3.1 Total sample size 2811 (Male 79% and female 19%) covering Cuddalore, Vellore, Tiruchy and Chennai, belonging to different Employees' Unions (conducted during the last week of September 2004).
- 1.3.2 93% of the respondents feel the need for Employees' Unions to get concessions from the Govt.
- 1.3.3 78% of the respondents do not want to have political affiliations.



- 1.3.4 68% feel that the Employees' Unions with political affiliation, take decisions based on their political alliances.
- 1.3.5 95% of the respondents consider only "reasonable ideas" of the Unions for providing support and not the crowd they attract.
- 1.3.6 79% consider only 'cordial approach' by the Unions is necessary to get the concessions from the Govt. (10% support strike and 9% support demonstration and rallies).
- 1.3.7 81% are willing to support the global and all India issues, besides their own local issues.
- 1.3.8 89% feel 'Govt. recognition' is needed for all the Employees' Unions.
- 1.3.9 Respondents are divided in giving support to 'unrecognised' Employees' Unions (44% to support and 54% not to support).
- 1.3.10 Nearly 74% support the continuation of the agitational programmes, in spite of supreme court banning the strikes.
- 1.3.11 Nearly 84 % participate in the Employees' Union activities willingly .
- 1.3.12 The respondents feel that the public support for their Employees' Union activities is only marginal (just above neutral).
- 1.3.13 Nearly 85% desire to have a single Employees' Union under a single banner.
- 1.3.14 More than 75% suggest to provide better public service, eliminate corruption, explaining the situation to the people and to fight for the public cause would be required to get the 'public support'.
- 1.3.15 More than 80% suggest to tackle the issue through reasonable and cordial and united approach without politicalisation and without self interest.

## 2 SAMPLE SIZE

### 2.1 Sample size – Agewise and locationwise

2.1.1. A total sample of 2811 was obtained from Cuddalore, Vellore, Tiruchy and Chennai, covering different age groups. Figure 1,2 and 3 indicate the size of these samples agewise and locationwise.

Figure 1

Ageà	< 30		31 to 40		41 to 50		51 to 55		55 +		NR		Overall
Location	No	%	No	%	No	%	No	%	No	%	No	%	
Chennai	51	4	225	19	464	40	307	26	106	9	19	2	1172
Cuddalore	25	6	103	23	164	38	102	23	35	8	7	2	436
Vellore	42	7	134	22	244	39	134	21	57	9	13	2	624
Tiruchy	25	4	102	18	235	41	150	26	60	10	7	1	579
Overall	143	5	564	20	1107	39	693	25	258	9	46	2	2811

NR – Not responded

Figure 2

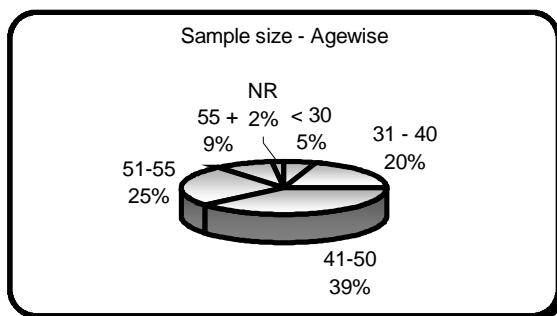
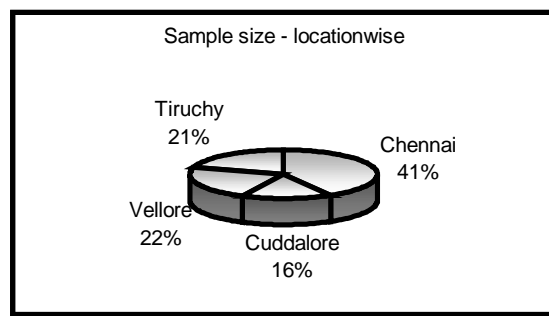


Figure 3



## 2.2 Sample size - Genderwise

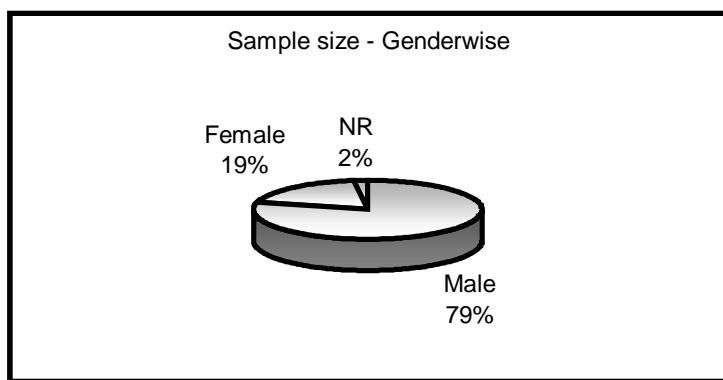
2.2.1 Figure 4 and Figure 5 indicate the sample size according to gender. Nearly one-fifth of the sample are from female members

Figure 4

LOCATION	MALE		FEMALE		NR		TOTAL
	No	%	No	%	No	%	No
Chennai	952	81	199	17	21	2	1172
Cuddalore	295	67	138	32	3	1	436
Vellore	484	77	128	21	12	2	624
Tiruchy	492	85	72	12	15	3	579
<b>Overall</b>	<b>2223</b>	<b>79</b>	<b>537</b>	<b>19</b>	<b>51</b>	<b>2</b>	<b>2811</b>

NR – Not responded

Figure 5



2.2.2 Out of 2811 respondents, 2223 (79%) are male and 537 (19%) are female

2.2.3 Cuddalore scored maximum number of female respondents (32%), while Tiruchy scored least (12%)

## 2.3 Sample size - Servicewise

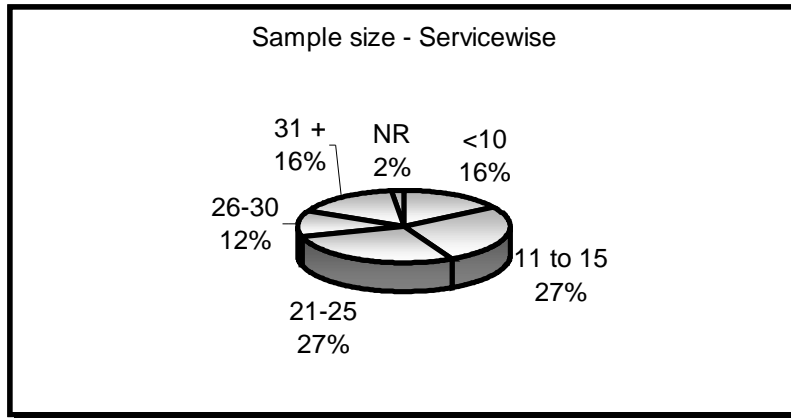
2.3.1 Figure 6 and 7 indicate the sample size servicewise

Figure 6

SERVICE à	< 10		11-20		21-25		26-30		31 +		NR		TOTAL
	No	%	No	%	No	%	No	%	No	%	No	%	No
Chennai	157	13	355	31	268	23	175	15	191	16	26	2	1172
Cuddalore	106	24	95	22	132	30	47	11	52	12	4	1	436
Vellore	130	21	165	26	191	31	53	9	76	12	9	1	624
Tiruchy	63	11	151	26	179	31	69	12	111	19	6	1	579
<b>Overall</b>	<b>456</b>	<b>16</b>	<b>766</b>	<b>27</b>	<b>770</b>	<b>28</b>	<b>344</b>	<b>12</b>	<b>430</b>	<b>15</b>	<b>45</b>	<b>2</b>	<b>2811</b>

NR – Not responded

Figure 7



2.3.2 Uniform phenomenon is seen in all the centers.

2.3.3 Employees in the service group of more than 11 years and less than 25 years are more than 50% in all centers.

## 2.4 Sample size - Unionwise

2.4.1 Figure 8 and 9 indicate the composition of the respondents, unionwise.

Figure 8

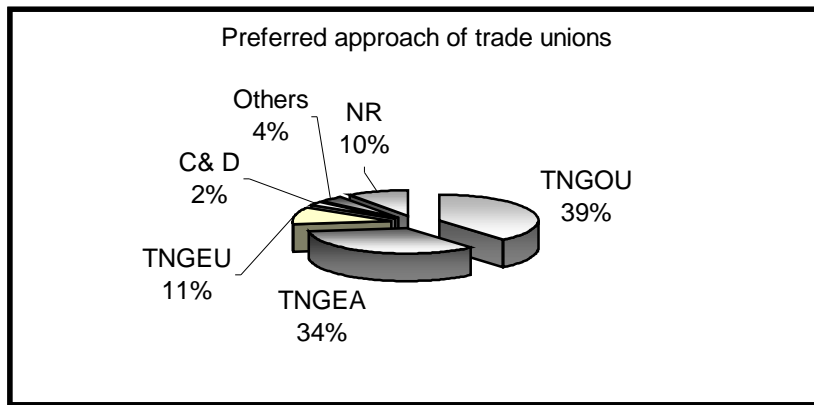
	TNGOU		TNGEA		TNGEU		C & D		Others		NR		Total
	No	%	No	%	No	%	No	%	No	%	No	%	No
Chennai	269	23	526	45	149	13	34	3	64	5	130	11	1172
Cuddalore	126	29	132	30	76	17	16	4	31	7	55	13	436
Vellore	163	26	272	44	83	13	17	3	18	3	71	11	624
Tiruchy	541	94	11	2	9	1	2		1		15	3	579
Male	919	41	750	34	229	10	49	2	90	4	186	9	2223
Female	166	31	177	33	82	15	19	3	23	5	70	13	537
<b>Overall</b>	<b>1099</b>	<b>39</b>	<b>941</b>	<b>34</b>	<b>317</b>	<b>11</b>	<b>69</b>	<b>2</b>	<b>114</b>	<b>4</b>	<b>271</b>	<b>10</b>	<b>2811</b>

NR – Not responded

2.4.2 The respondents were asked to specify the name of the Union, whose approach is acceptable to them. Normally, every respondent would consider his own Union as the most acceptable one and accordingly, we have taken as the composition of respondents union wise



Figure 9



2.4.3 Members of all the Employees' Unions have participated in this Image Audit and responded to questionnaire.

### 3.0 KEY FINDINGS - EMPLOYEES' UNIONS AND POLITICS

#### 3.1 Whether Employees' Unions are required?

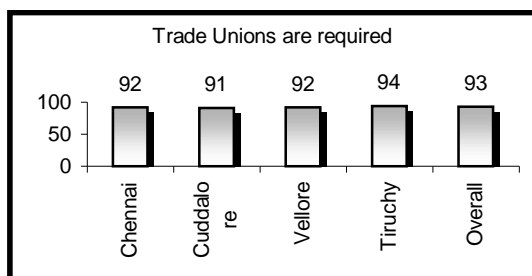
3.1.1 The respondents were asked to specify whether they needed a 'Employees' Union' to get the concessions from the Government. Figure 10 and Figure 11 indicate the responses

Figure 10

Location	Required		Not required		NR		Total
	No	%	No	%	No	%	No
Chennai	1082	92	78	7	12	1	1172
Cuddalore	398	91	30	7	8	2	436
Vellore	575	92	41	6	8	1	624
Tiruchy	544	94	27	5	8	1	579
<b>Overall</b>	<b>2599</b>	<b>93</b>	<b>176</b>	<b>6</b>	<b>36</b>	<b>1</b>	<b>2811</b>

NR – Not responded

Figure 11



3.1.2 93% of the respondents feel that the Employees' Unions are necessary for getting the concessions from the Government.

3.1.3 This phenomenon is seen uniformly in all the centers.

### 3.2 Political affiliation to Employees' Unions

3.2.1 The respondents were asked whether the Employees' Unions needed a political affiliation. Figures 12,13 and 14 indicate the responses.

3.2.2 Nearly 78% of the respondents feel that the Employees' Unions should not have political affiliations. This phenomenon is seen in all centers, irrespective of their union affiliations and gender.

Figure 12

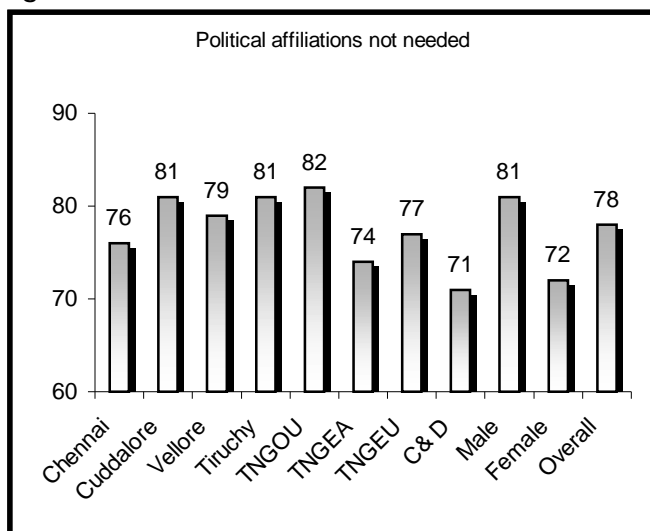
Location	Needed		Not needed		NR		Total
	No	%	No	%	No	%	No
Chennai	262	22	891	76	19	2	1172
Cuddalore	77	18	353	81	6	1	436
Vellore	122	19	490	79	12	2	624
Tiruchy	102	17	468	81	9	2	579
<b>Overall</b>	<b>563</b>	<b>20</b>	<b>2202</b>	<b>78</b>	<b>46</b>	<b>2</b>	<b>2811</b>

NR – Not responded

Figure 13

	Political affiliation not needed	Total	%
TNGOU	897	1099	82
TNGEA	692	941	74
TNGEU	243	317	77
C& D	49	69	71
Male	1789	2223	81
Female	386	537	72
<b>Overall</b>	<b>2202</b>	<b>2811</b>	<b>78</b>

Figure 14



3.2.3 Consistency in the perception of the respondents is seen. Even those admiring the unions supported by political parties, feel that the Unions should not have political affiliations.

### 3.3 Political alliances influencing Employees' Unions

3.3.1 The respondents were asked whether the decisions relating to agitations were being taken by the Employees' Unions affiliated to political parties, according to the political alliances.

3.3.2 Figures 15, 16 and 17 indicate the responses.

3.3.3 More than two-third of the respondents feel that the politically affiliated Employees' Unions take decisions based on the political affiliations. This phenomenon is seen everywhere in all the centers.

Figure 15

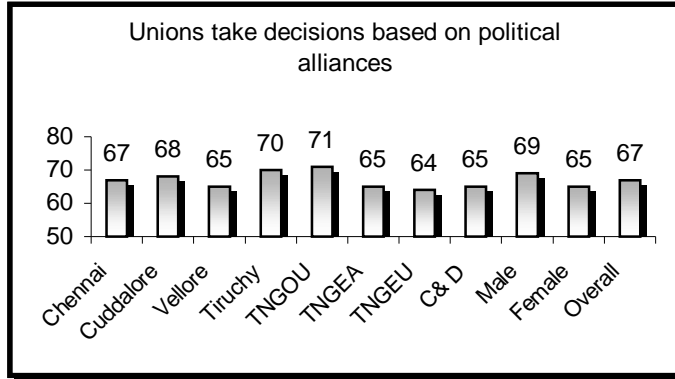
Location	Yes		No		NR		Total
	No	%	No	%	No	%	No
Chennai	787	67	364	31	21	2	1172
Cuddalore	297	68	126	29	13	3	436
Vellore	407	65	200	32	17	3	624
Tiruchy	403	70	164	28	12	2	579
<b>Total</b>	<b>1894</b>	<b>67</b>	<b>854</b>	<b>30</b>	<b>63</b>	<b>2</b>	<b>2811</b>

NR – Not responded

Figure 16

	Yes – taking decisions based on political affiliation	Total	%
TNGOU	775	1099	71
TNGEA	609	941	65
TNGEU	203	317	64
C& D	45	69	65
Male	1523	2223	69
Female	349	537	65
<b>Overall</b>	<b>1894</b>	<b>2811</b>	<b>67</b>

Figure 17



3.3.4 Figure 17 indicates the percentage of the respondents who feel that the unions take decisions based on political alliances. The indications are uniform amongst all centers, all unions and both genders.

#### 4 KEY FINDINGS - EXPECTATIONS FROM EMPLOYEES' UNIONS

##### 4.1 Important factors to provide support

4.1.1 The respondents were asked to name which of the two factors they deem important for extending support to a Union – its ability to draw a large crowd or its projecting reasonable ideas.

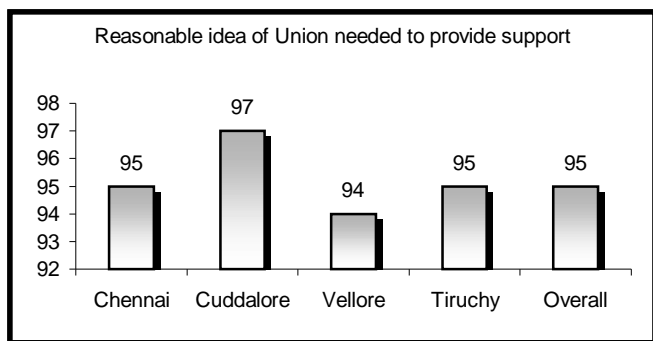
4.1.2 Overwhelmingly, the respondents cited only 'the reasonable idea' as their preference for support. (95%). They don't give much importance to the large crowd that the unions may attract. (Figures 18 and 19)

Figure 18

Location	Large crowd		Reasonable idea		Others		NR		Total
	No	%	No	%	No	%	No	%	
Chennai	27	2	1108	95	21	2	16	1	1172
Cuddalore	4	1	424	97	6	1	2	1	436
Vellore	19	3	588	94	6	1	11	2	624
Tiruchy	17	3	553	95	3	1	6	1	579
<b>Overall</b>	<b>67</b>	<b>3</b>	<b>2673</b>	<b>95</b>	<b>36</b>	<b>1</b>	<b>35</b>	<b>1</b>	<b>2811</b>

NR – Not responded

Figure 19



4.1.3 Figure 19 indicates that the respondents from all the centers have shown this indication uniformly

## 4.2 Approach of Employees' Unions to get demands accepted

4.2.1 The respondents were asked to indicate the approach of the Employees' Unions to get the demands accepted by the Government. They were given three options (1) going on strike (2) demonstrations, rally and fast and (3) cordial approach

4.2.2 Figures 20, 21 and 22 indicate the responses.

Figure 20

Location	Strike		Rally, fast		Cordial approach		NR		Total
	No	%	No	%	No	%	No	%	
Chennai	154	13	117	10	876	75	25	2	1172
Cuddalore	35	8	39	9	354	81	8	2	436
Vellore	54	9	51	8	509	81	10	2	624
Tiruchy	33	6	46	8	493	85	7	1	579
<b>overall</b>	<b>276</b>	<b>10</b>	<b>253</b>	<b>9</b>	<b>2232</b>	<b>79</b>	<b>50</b>	<b>2</b>	<b>2811</b>

NR – Not responded

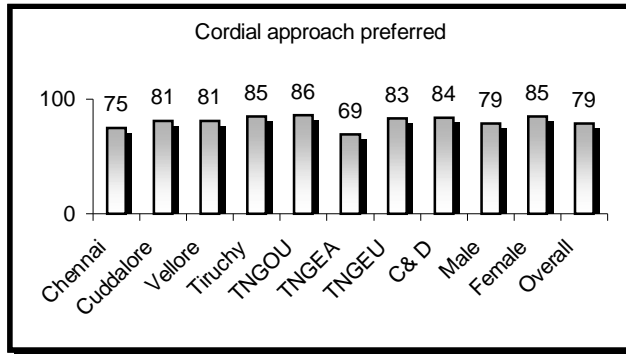
Figure 21

	Strike		Rally, fast		Cordial approach		NR		Total
	No	%	No	%	No	%	No	%	
TNGOU	62	5	82	8	946	86	9	1	1099
TNGEA	165	18	106	11	656	69	14	2	941
TNGEU	24	8	28	9	264	83	1		317
C & D	4	6	6	9	58	84	1	1	69
Male	228	10	222	10	1751	79	22	1	2223
Female	42	8	30	5	456	85	9	2	537
<b>Overall</b>	<b>276</b>	<b>10</b>	<b>253</b>	<b>9</b>	<b>2232</b>	<b>79</b>	<b>50</b>	<b>2</b>	<b>281</b>

NR – Not responded

4.2.3 On an average 79 percent of the respondents prefer only cordial approach to get their demands met. Only 10% of the respondents prefer the strike approach. Interestingly, only 9% prefer the approaches like fast, demonstration and rallies.

Figure 22



4.2.4 This phenomenon is seen amongst all the centers, irrespective of their union affiliation and gender

### 4.3. Supporting global and national issues

4.3.1 The respondents were asked whether they would support and come forward to agitate for the global and national issues. Here also, the respondents overwhelmingly offered to support these issues ( 81%)

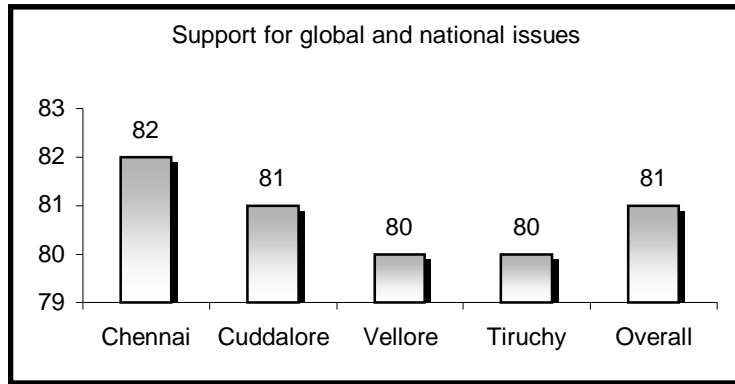
4.3.2 Figures 23 and 24 indicate the responses

Figure 23

Location	Support		No support		NR		Total
	No	%	No	%	No	%	No
Chennai	960	82	192	16	20	2	1172
Cuddalore	351	81	74	17	11	2	436
Vellore	499	80	111	18	14	2	624
Tiruchy	464	80	107	19	8	1	579
<b>overall</b>	<b>2274</b>	<b>81</b>	<b>484</b>	<b>17</b>	<b>53</b>	<b>2</b>	<b>2811</b>

NR – Not responded

Figure 24



4.3.3 The support is uniform in all the centres (Fig. 24).

#### 4.4 Government recognition to Employees' Unions

4.4.1 The respondents were asked to give their perception on whether the Employees' Unions needed the Government recognition or not. Figures 25 and 26 indicate the responses received.

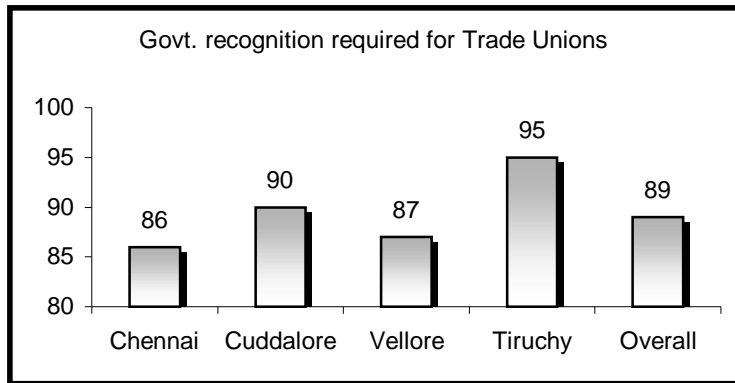
4.4.2 Around 89% of the respondents, cutting across the location, gender and union affiliation felt that the Government recognition was needed for Employees' Unions.

Figure 25

Location	Yes – needed		Not required		NR		Total
	No	%	No	%	No	%	No
Chennai	1005	86	153	13	14	1	1172
Cuddalore	393	90	37	9	6	1	436
Vellore	545	87	67	11	12	2	624
Tiruchy	550	95	24	4	5	1	579
<b>Overall</b>	<b>2493</b>	<b>89</b>	<b>281</b>	<b>10</b>	<b>37</b>	<b>1</b>	<b>2811</b>

NR – Not responded

Figure 26



4.4.3 Respondents in various locations also feel the need for Govt. recognition uniformly (Fig 26).

#### 4.5. Support to un-recognised Employees' Unions

4.5.1 The respondents were asked whether they would extend support to the Employees' Unions, which are not recognized by the Government.

4.5.2 Figures 27, 28 and 29 indicate the responses

Figure 27

Location	Yes support		No support		NR		Total
	No	%	No	%	No	%	No
Chennai	622	53	527	45	23	2	1172
Cuddalore	184	42	241	55	11	3	436
Vellore	284	46	324	52	16	3	624
Tiruchy	152	26	419	72	8	1	579
overall	1242	44	1511	54	58	2	2811

NR – Not responded

4.5.3 Though there is an overall indication of 'no support' to unrecognized Employees' Unions (54%), the opinion is more or less equally divided amongst the different categories of employees.

4.5.4 While, majority of the Chennai employees wish to support the unrecognized unions, Cuddalore, Vellore and Tiruchy employees do not want to support (Figure 27).

4.5.5 While nearly two-third of the members of TNGOU do not want to support an 'unrecognised' union, two-third of the members of TNGEA want to support such Unions. (Figure 28).



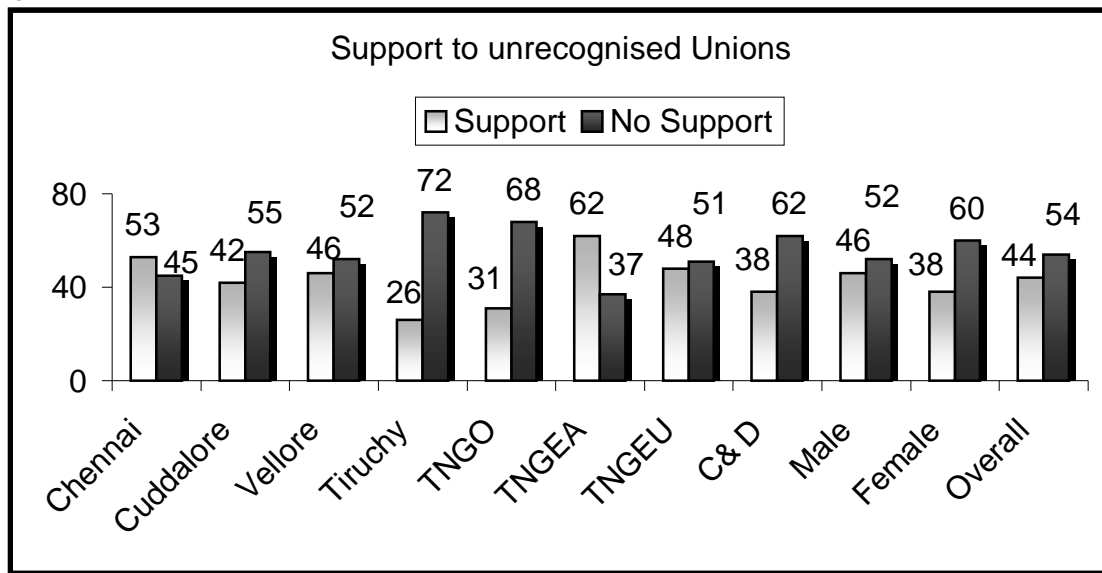
4.5.6 The respondents have been giving “decisive” opinions on all the other issues so far; but in this issue, they are divided based on their union affiliation (Figure 29).

Figure 28

	Yes support		No support		NR		Total
	No	%	No	%	No	%	No
TNGOU	337	31	754	68	8	1	1099
TNGEA	574	62	350	37	7	1	941
TNGEU	153	48	161	51	3	1	317
C& D	26	38	43	62			69
Male	1017	46	1170	52	36	2	2223
Female	204	38	322	60	11	2	537
<b>Overall</b>	<b>1242</b>	<b>44</b>	<b>1511</b>	<b>54</b>	<b>58</b>	<b>2</b>	<b>281</b>

NR – Not responded

Figure 29



#### 4.6 Multiple Employees’ Unions and single Employees’ Union

4.6.1 The respondents were asked to specify whether they prefer different unions with different names or a single Employees’ Union under a single name.

4.6.2 Around 85% of the respondents prefer to have a single union under a single banner (Figure 30).

Figure 30

Location	Divided		Single union		NR		Total
	No	%	No	%	No	%	No
Chennai	164	14	980	84	28	2	1172
Cuddalore	53	12	373	86	10	2	436
Vellore	83	14	519	83	22	3	624
Tiruchy	66	11	501	87	12	2	579
<b>Overall</b>	<b>366</b>	<b>13</b>	<b>2373</b>	<b>85</b>	<b>72</b>	<b>2</b>	<b>2811</b>

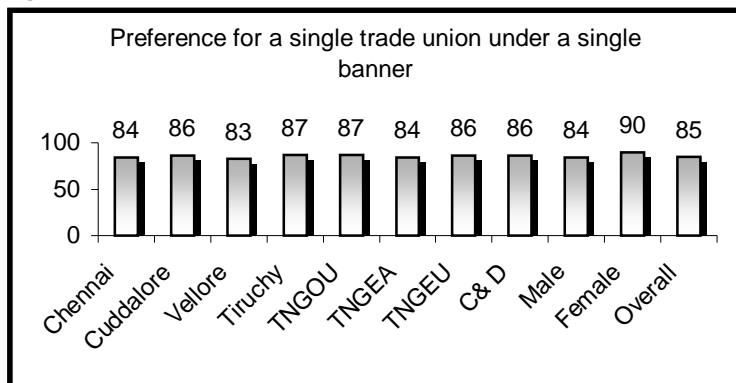
NR – Not responded

Figure 31

	Divided		Single Union		NR		Total
	No	%	No	%	No	%	No
TNGOU	133	12	956	87	10	1	1099
TNGEA	139	15	788	84	14	1	941
TNGEU	42	13	272	86	3	1	317
C&D	9	13	59	86	1	1	69
Male	317	14	1863	84	43	2	2223
Female	38	7	482	90	17	3	537
<b>Overall</b>	<b>366</b>	<b>13</b>	<b>2373</b>	<b>85</b>	<b>72</b>	<b>2</b>	<b>2811</b>

NR – Not responded

Figure 32



4.6.3 Figure 32 indicates that employees belonging to different locations, different unions feel uniformly.

## 5 KEY FINDINGS - STRIKES AND AGITATIONS

### 5.1 Resuming agitations in spite of Supreme Court ruling

5.1.1 The respondents were asked whether to 're-start' the agitations, in spite of the Supreme Court ruling banning the strikes.

5.1.2 Figures 33, 34 and 35 indicate around three-fourth of the employees do not want to forgo their rights. This phenomenon is seen throughout amongst all the categories of employees.

Figure 33

Location	Yes to start		Not to start		NR		Total
	No	%	No	%	No	%	No
Chennai	936	80	214	18	22	2	1172
Cuddalore	288	66	138	32	10	2	436
Vellore	434	70	170	27	20	3	624
Tiruchy	424	73	141	25	14	2	579
<b>Overall</b>	<b>2082</b>	<b>74</b>	<b>663</b>	<b>24</b>	<b>66</b>	<b>2</b>	<b>2811</b>

NR – Not responded

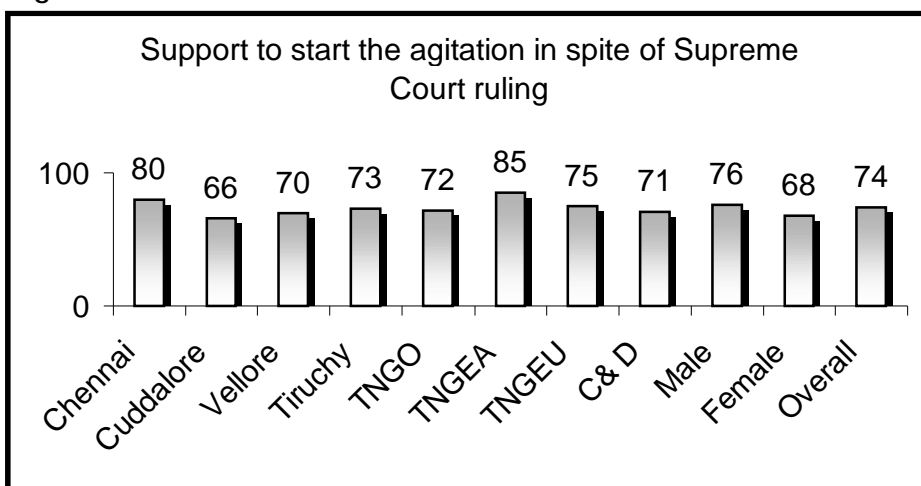
Figure 34

	Yes to start		Not to start		NR		Total
	No	%	No	%	No	%	No
TNGOU	788	72	295	26	16	2	1099
TNGEA	801	85	135	14	5	1	941
TNGEU	238	75	74	23	5	2	317
C& D	49	71	20	29			69
Male	1689	76	494	22	40	2	2223
Female	364	68	157	29	16	3	537
<b>Overall</b>	<b>2082</b>	<b>74</b>	<b>663</b>	<b>24</b>	<b>66</b>	<b>2</b>	<b>2811</b>

NR – Not responded

5.1.3 Figure 35 indicates that the employees belonging to TNGEA are more aggressive in their decisions, while the female employees marginally voicing their feeling against the agitations.

Figure 35



## 5.2 Participation in Employees' Union activities

5.2.1 The respondents were asked whether they participated in the Employees' Union activities willingly or out of pressure from the leaders.

5.2.2 Figures 36, 37 and 38 indicate the responses.

5.2.3 Around 84% of the employees participate in the activities of their own accord and without pressure. This phenomenon is seen throughout with slight variations.

5.2.4 The participation by TNGOU members is more voluntary (Figure 37).

5.2.5 There appears to be some dilemma amongst the female employees and they seem to feel some pressure on them for participation (Figure 37 and 38).

Figure 36

Location	Willingly		Out of pressure		NR		Total
	No	%	No	%	No	%	No
Chennai	975	83	130	11	67	6	1172
Cuddalore	338	77	70	16	28	7	436
Vellore	495	79	94	15	35	6	624
Tiruchy	558	96	15	3	6	1	579
<b>Overall</b>	<b>2366</b>	<b>84</b>	<b>309</b>	<b>11</b>	<b>136</b>	<b>5</b>	<b>2811</b>

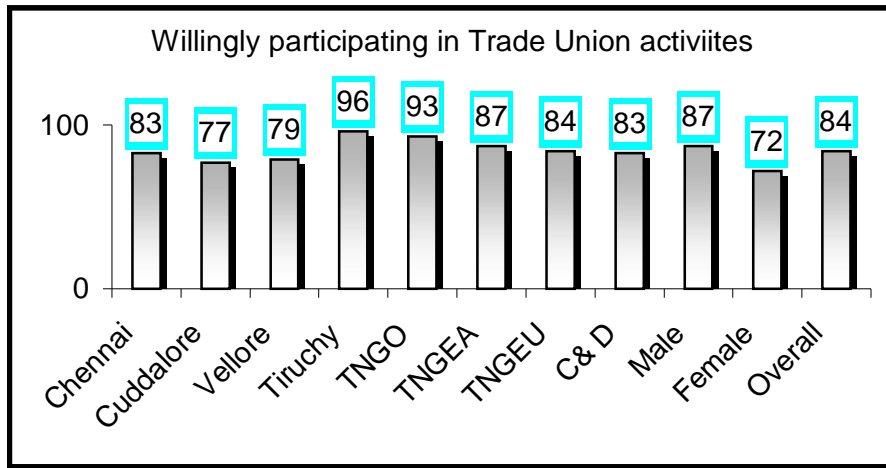
NR – Not responded

Figure 37

	Willingly		Out of pressure		NR		Total
	No	%	No	%	No	%	No
TNGOU	1019	93	67	6	13	1	1099
TNGEA	812	87	97	10	32	3	941
TNGEU	265	84	45	14	7	2	317
C& D	57	83	12	17			69
Male	1942	87	202	9	79	4	2223
Female	389	72	105	20	43	8	537
<b>Overall</b>	<b>2366</b>	<b>84</b>	<b>309</b>	<b>11</b>	<b>136</b>	<b>5</b>	<b>2811</b>

NR – Not responded

Figure 38



### 5.3 Employees' perception of 'Public support'

5.3.1 The respondents were asked to specify their 'perception' on the public support for the agitational activities. They were asked to specify their views in a five-point scale – highest support, low support, neutral, low opposition, and highest opposition.

5.3.2 Figures 39, 40 indicate the responses. On an average, around 50% of the respondents feel that public support is available for their agitations; The remaining respondents feel either as 'neutral' or 'opposition' (Figure 39).

5.3.3 The members supporting TNGEA seem to be having perception of 'higher support' from the public (58%) (Figure 40).

Figure 39

	Chennai		Cuddalore		Vellore		Tiruchy		Overall	
	No	%	No	%	No	%	No	%	No	%
HS	197	17	44	10	101	16	96	17	438	15
LS	423	36	176	40	224	36	176	30	999	35
N	253	22	114	26	116	18	130	22	613	22
LO	178	15	58	13	117	19	111	19	464	16
HO	101	8	36	9	48	8	59	11	244	9
NR	20	2	8	2	18	3	7	1	53	2
Total	1172	100	436	100	624	100	579	100	281	100
Index	5.7		4.1		5.3		3.8		5.0	

HS- High support; LS – Low support; N – Neutral; LO – low opposition; HO – High opposition; NR – Not responded

Figure 40

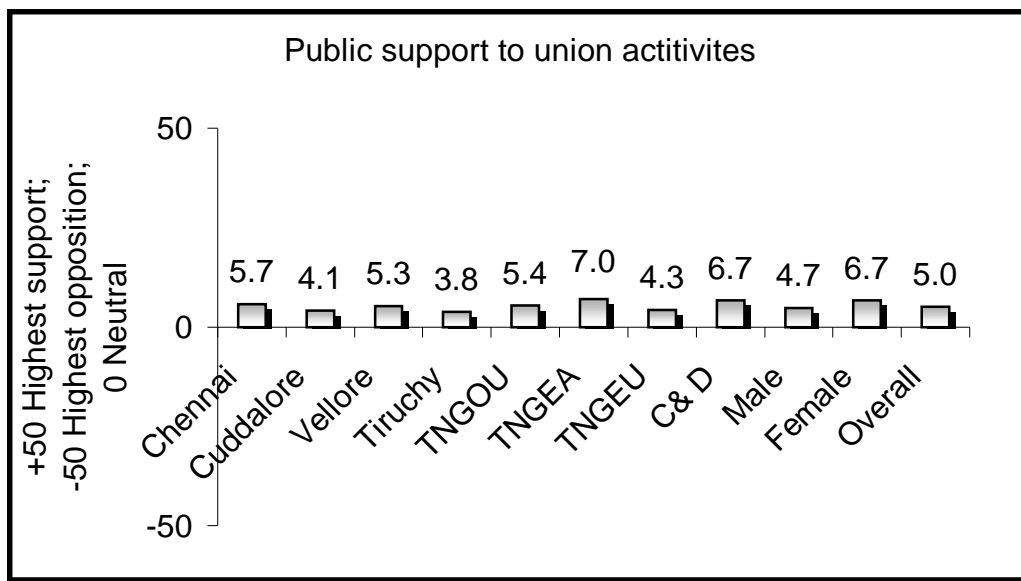
	TNGOU		TNGEA		TNGEU		C & D		Male		Female	
	No	%	No	%	No	%	No	%	No	%	No	%
HS	199	18	155	17	37	12	12	17	336	15	98	18
LS	364	33	390	41	124	39	21	30	789	35	200	37
N	248	22	179	19	79	25	22	32	503	23	100	19
LO	186	17	154	16	45	14	8	12	370	17	85	16
HO	99	9	59	6	27	8	4	6	198	9	41	8
NR	3	1	4	1	5	2	2	3	27	1	13	2
Total	1099	100	941	100	317	100	69	100	2223	100	537	100
Index	5.4		7.0		4.3		6.7		4.7		6.7	

HS- High support; LS – Low support; N – Neutral; LO – low opposition; HO – High opposition; NR – Not responded

5.3.4 Since various respondents have given different perceptions of ‘public support’, the net effect has been converted into an “index” to get the clear picture, in the scale –50 to +50. (‘-50’ being the highest opposition and ‘+50’ being the highest support with ‘0’ as neutral) (Figure 41).

5.3.5 The overall index for ‘perceived public support’ is 5.0. The index for TNGEA supporters is 7.0. Figure 41 indicates that the net perception of public support is ‘just above the neutral line’. That means, the employees perceive that there is not much of public support for their agitations.

Figure 41



## **5.4 Suggestions for getting public support**

5.4.1 The respondents were asked to give one suggestion to get the public support for the union activities. Out of 2811 respondents, 2113 gave their views.

5.4.2 The following are the suggestions given by the respondents. The figures in bracket indicate the total number of respondents who have given such view and the percentage amongst the respondents who have given suggestion.

5.4.2.1 To maintain discipline in the office, maintain punctuality, avoiding corruption, helping the general public for their official needs (780 – 37%).

5.4.2.2 To explain the situation to the people and seeking their support and involving them for getting their patronage (509 – 24%).

5.4.2.3 To create awareness amongst the people about the demands of the Government employees using various mass media and also through public meetings and contacts (339 – 16%).

5.4.2.4 Not to cause inconvenience to the general public (168 – 8%).

5.4.2.5 To fight for the problems of general public (160 – 8%).

5.4.2.6 To fight only for reasonable issues (106 – 4%).

5.4.2.7 To understand the public opinion (17).

5.4.2.8 To make the public understand about the false propaganda by the Government ((14).

5.4.2.9 Unions do not need the support of the general public ((8).

5.4.2.10 Strikes should be avoided (6).

5.4.2.11 Unions should ensure that employees don't commit mistakes (1).

5.4.3 There is a general feeling amongst the employees that there should be a professional approach towards the general public.

They also realize that without the public support, they cannot achieve anything.

## **5.5 Suggestions for future approach by Employees' Unions**

5.5.1 The respondents were asked to give one suggestion as to what should be the approach of the Employees' Unions in future in the changed circumstances.

5.5.2 Out of 2811 respondents, 2322 gave their views.

5.5.3 The following suggestions have been given by the respondents.

5.5.3.1 Cordial approach with the Government (829 responses – 36%).

5.5.3.2 All the unions should get united (548 – 24%).

5.5.3.3 Take up only reasonable issues through a professional approach (245 – 11%).

5.5.3.4 There should not be selfishness on the part of the union or leaders (112 – 5%).

5.5.3.5 Don't invite the support of politicians (80 – 4%).

5.5.3.6 Only if the cordial approach does not yield result, go for the extreme measures (76 ).

5.5.3.7 Motivate the members to fight for their rights and create awareness (70).

5.5.3.8 Preserve the Employees' Union rights (40).

5.5.3.9 Fight till we win (29).

5.5.3.10 Unions should also take up the problems of the general public (28).

5.5.3.11 Get the opinion of members (25).

5.5.3.12 Get the support of the general public (13).





5.5.3.13 There is no need for Employees' Unions (10).

5.5.3.14 Get the support of politicians (5).

## **6 CONCLUSIONS**

### **6.1 Quality of responses**

6.1.1 The responses are highly consistent and uniform amongst all the categories of the employees, irrespective of their location, union affiliation and gender. Excepting for one question about 'support to unrecognised unions', in all other issues, the respondents have been 'decisive' without any ambiguity.

### **6.2 Employees' Unions and Politics**

6.2.1 The Tamilnadu Government employees do not want any political affiliations to their Employees' Unions.

6.2.2 They do not want their Unions to take decisions based on the political alliances. The supporters of the Employees' Unions with political affiliations also feel the same way in a very large number and decisively.

### **6.3 Expectations of members from Employees' Unions**

6.3.1 The Government employees feel the need for 'Government recognition' for the Employees' Unions. But they are divided almost equally about their support to the 'unrecognised Employees' Unions'.

6.3.2 They expect the Employees' Unions to be more professional in formulating the 'reasonable ideas'. They are not carried away by the large crowd. They are willing to support the global and national causes also, if required and found reasonable.

6.3.3 The employees feel the need for a single Employees' Union under a single banner to fight for their cause, instead of multiple unions.

## **6.4 Strikes and agitations**

- 6.4.1 They don't like to forgo their Employees' Union rights; they are prepared to go on agitation, in spite of the Supreme Court ruling; but at the same time, they are not interested in going on 'strike'. The employees, irrespective of their affiliation, suggest a cordial approach with the Government to get the concessions.
- 6.4.2 The above phenomenon can be compared to the earlier instance of 'Sikh' community people insisting on carrying their 'Kirpan' along with them, as their pride. They offered to undergo any punishment, if the Kirpan was used for illegal purposes. Same way, employees want their 'Employees' Union right', but do not want to resort to extreme steps.
- 6.4.3 Employees' perception on 'public support' is 'just above neutral' and is only marginal. They would like to solicit the support of the general public by providing an effective service to the general public and by avoiding corruption.
- 6.4.4 A sense of commitment to serve the public and concern regarding a section of the employees indulging in corrupt practices spoiling the image of the entire employee community is also visible.

## **6.5 General observations**

- 6.5.1 When the team visited the various offices at different places, for the Image Audit, the employees participated with full enthusiasm. It was an indication of their deep interest for providing their opinions.
- 6.5.2 Besides getting their responses on the questionnaire in total confidence, the team also discussed with hundreds of working and retired employees. The team could find an 'inexplicable suffocation' amongst the Government employees. Though they have not been exhibiting openly, there is a sense of 'hatred' against the Government itself, as they feel that their 'pride' has been hurt deeply.



- 6.5.3 Their 'hidden feelings' have been exhibited clearly and decisively when they indicated in the image audit that they would not hesitate to violate the Supreme Court ruling and then again when they indicated that they were participating in the union activities 'willingly'. This is an indication of their helplessness and anger.
- 6.5.4 The entire situation can be compared to a 'child' being punished harshly by the parents for committing mischief and not being consoled by the parents subsequently. Though the child is helpless and cannot do anything, he/she would be thinking always of the 'punishment' from the parents' and would not work constructively. When the parents neutralize this effect by offering soft words and a small gift with a caution to the child not to 'err' further, the child becomes normal and would start thinking constructively. In the same way, though the Government employees are 'helpless' now, their mind is working on the past traumatic incidents of 'dismissal', 'arrests' and 'suspensions'. This effect needs to be neutralized by the Government, to enable the Government machinery to come to normalcy.
- 6.5.5 During the course of the study and the draft report discussion, PSI took up the matter with the Hon'ble Chief Minister of Tamilnadu briefing some of the findings of employees' perceptions. Hon'ble chief Minister of Tamilnadu convened a meeting of the leaders of various unions and had a detailed discussion during the middle of October 2004. Besides, she also re-conferred the 'recognition' to the various unions and withdrew the earlier orders of 'derecognising the unions'. She also announced lot of measures for redress of grievances and more concessions. Earlier in paras 6.5.2 to 6.5.4 we had referred about the 'inexplicable suffocation' of the employees and hatred against the Government. These perceptions would definitely undergo a major change after the steps taken by the Hon'ble Chief Minister and their feelings would have been neutralised. Since, we have not studied the perceptions after this incidence, we are unable to quantify the neutralisation effect.
- 6.5.6 Though this Image Audit has been conducted only in the select locations, the same perceptions would hold good for the entire

Government employees in the whole of Tamilnadu with a margin of + or – 3 percentage.

- 6.5.7 If the whole Image Audit has to be summarized in a single line, it could be said that the Government employees in Tamilnadu convey loudly that they would like to be loyal to the Government and not to any political parties.

## **7 RECOMMENDATIONS**

### **7.1 Short term recommendations**

- 7.1.1 As there is a feeling of inexplicable suffocation amongst the State Government employees, Public Services International may use their good offices to bridge the gap between the Government and employees. This would help to smoothen the relationship and Government functioning.

- 7.1.2 As explained in Para 6.5.5 above, during the process of study itself, PSI took up the issue with the Government and there has been a positive attitude from the Government side also. In view of this, the above recommendation may be considered for the future to continue to build a better relationship between the government and the employees.

### **7.2 Long term recommendations**

- 7.2.1 Frequent study of the 'mindset' of the members to be done by the Employees' Unions, to avoid the feeling that the leaders are taking decisions themselves without taking the members into confidence.
- 7.2.2 A national or state level debate may be conducted to discuss the various aspirations of the members like formation of a single, non-political union.



## APPENDIX A

(This is the English translation of the appeal given to the respondents during enumeration. The original appeal was printed in Tamil, the local language)

### **PUBLIC SERVICES INTERNATIONAL AN APPEAL TO GOVERNMENT EMPLOYEES**

Public Services International (PSI) is a Federation of Public sector and Government sector Employees' Unions operating in various countries. It is headquartered at France and more than 500 Employees' Unions are affiliated to PSI globally.

The Regional headquarters for the South Asian countries is presently situated at Faridabad, near Delhi. PSI is currently studying the aspirations and expectations of the Public and Government sector employees in Asian countries.

Under this background, presently PSI is studying the opinions of various Government sector employees in various parts of India. Accordingly, we have provided a 'questionnaire' to understand the views of Tamilnadu State Government employees.

Please furnish your views by ticking the relevant options in the questionnaire frankly and without fear or favour. Please do not mention your name, identity and the department in which you are working. Please do not consult others. We need only your perceptions that come to your mind. After completing the questionnaire, drop it in the box provided for.

We cordially solicit your cooperation.

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E-mail: [psisouthasia@touchtelindia.net](mailto:psisouthasia@touchtelindia.net)

## APPENDIX B

This perception survey is being conducted on behalf of Public Services International. Please furnish your views freely and frankly without any fear or favour. Please tick ( ✓ ) the appropriate boxes. Please do not mention your name and other identities. Please do not consult others. Tick only personal perception. We seek your your cooperation.

1. Your age

Less than 30	31 to 40	41 to 50	51 to 55	above 55
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2. Gender

Male	Female
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3. Since how long you are in Government service

Less than 10 years	11 to 20 years	21 to 25 years	26 to 30 years	More than 31 years
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4. Do we need a Employees' Union to get the benefits from Government

Needed	Not needed
--------	------------

5. Do the Employees' Unions need the backing of political parties

Needed	Not needed
--------	------------

6. Do you think that the Employees' Unions take decisions based on their political affiliations?

Yes	No
-----	----

7. In order to give your support to any Employees' Union, which one of the following aspects, you consider most important?

Large crowd	Reasonable ideas	others
-------------	------------------	--------

8. What should be the approach of Employees' Unions to get the demands accepted?

Strike and stoppage of work	Hunger strike, agitation, rally	Cordial relationship with the Govt.
-----------------------------	---------------------------------	-------------------------------------

9. Besides our demands, will you support the agitational programmes in support of all India and Global demands

Yes..I support	No support
----------------	------------

10. Is Government recognition required for the Employees' Unions

Recognition needed	Not required
--------------------	--------------

11. Will you support the Employees' Unions without Government recognition

Yes will support	Will not support
------------------	------------------



12. Under the circumstances of supreme court banning the strikes, do you want to start the agitational programmes to get back the rights

We need to restart	Not necessary
--------------------	---------------

13. Do you participate in the activities of Employees' Unions of your own?

Yes. I participate with my own desire	Due to pressure from the leaders, I participate
---------------------------------------	---

14. What is your perception on the support of the general public for all the agitational programmes

Highest support	Very little support	Neutral	Very little opposition	Highest opposition
-----------------	---------------------	---------	------------------------	--------------------

15. What is your views on the Employees' Unions operating under a single banner as a single Union, instead of various unions under different name

It is better if Employees' Unions operate in different names	Employees' Unions should operate in a single name as a single union
--	---

16. Which one of the following General Employees' Unions, operating in Tamilnadu for the Government staff, is having a better approach acceptable to you?

TNGOU	TNGEA	TNGEU	C & D Union	Others
-------	-------	-------	-------------	--------

17. Write down your suggestion in two lines for improving the public support to the activities of the Employees' Unions

--

18. In the emerging trends, what should be the approach of Employees' Unions in future – write in two lines

--

<p><b>Thanks for your cooperation. Please fold this sheet and drop in the box kept for this purpose</b></p>
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## APPENDIX C

### TEAM MEMBERS OF IMAGE AUDIT

- K. Srinivasan, Chairman and Managing Director, Prime Point Public Relations (P) Limited, Chennai - A pioneer in developing the concept of Image Audit and study of perceptions – Having more than 25 years of communication and public relations experience – Visiting professor in various Universities on communication and perception related subjects
- T Rishi Kumar, freelance journalist – More than 20 years of Tamil and English journalistic experience – Former Publisher and Editor of “Mylai Seithigal”, a popular neighbourhood paper – A pioneer in developing the neighbourhood concept in newspaper
- Ms K Venkatalakshmi, Researcher in Corporate communication, Anna University, Chennai – Formerly course coordinator in “Applied psychology” in Bharathiar University for distance education programme – Post graduate in Management and Business Administration
- Ms Ruchi Pawan Agarwal, Post Graduate student in Symbiosis Institute, Pune specializing in Public Relations – Interested in ‘Media Auditing’ and “study of human behaviour in crisis situation”
- Nachu Nagappan, Post Graduate student in Electronic Media Informatics, Anna University, Chennai – Already participated in major Image Audit projects to study the perceptions of the customers of Indian Postal Department and Bharat Overseas Bank Limited.
- S Karthik, Post Graduate student in Electronic Media Informatics, Anna University, Chennai – Freelance journalist – Specially interested in the study of “human relations” – Already participated in the major Image Audit projects of Indian Postal Department and Bharat Overseas Bank Limited
- R Manjit, Post Graduate student in Electronic Media, Anna University – Already participated in the major Image Audit projects of Indian Postal Department and Bharat Overseas Bank Limited
- Ms Rakshitha, Integrated Post Graduate course student in Electronic Media, Anna University, Chennai. She has already participated in the Image Audit projects of Indian Postal Department
- Ms Latha, Integrated Post Graduate course student in Electronic Media, Anna University, Chennai. She has already participated in the Image Audit projects of Indian Postal Department





## **EXPERT GUIDANCE**

- Mr T S Raghavan, Former Chairman and Managing Director, Indian Bank - Nearly 40 years of Banking experience - Was the Chairman of three major Public Sector Banks (Vijaya Bank, Bank of Maharashtra and Indian Bank) – One of the few experts in India in managing the Employees' Unions during crisis situations - Author of few books and many articles on "Human Relations"
- Mr G Kalyan Kumar, Managing Director, brisk Corporate Services P Limited, Chennai – Pioneers in 'Business process re-engineering' consultants in India