

Supervisor ✓

Prof. P. M. CHACKO

A SOCIOLOGICAL STUDY OF AN OIL INDUSTRY IN ASSAM

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A THESIS
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OF THE DEGREE OF DOCTOR OF PHILOSOPHY
IN SOCIOLOGY



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SHILLONG

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(Pranjal Sarma)

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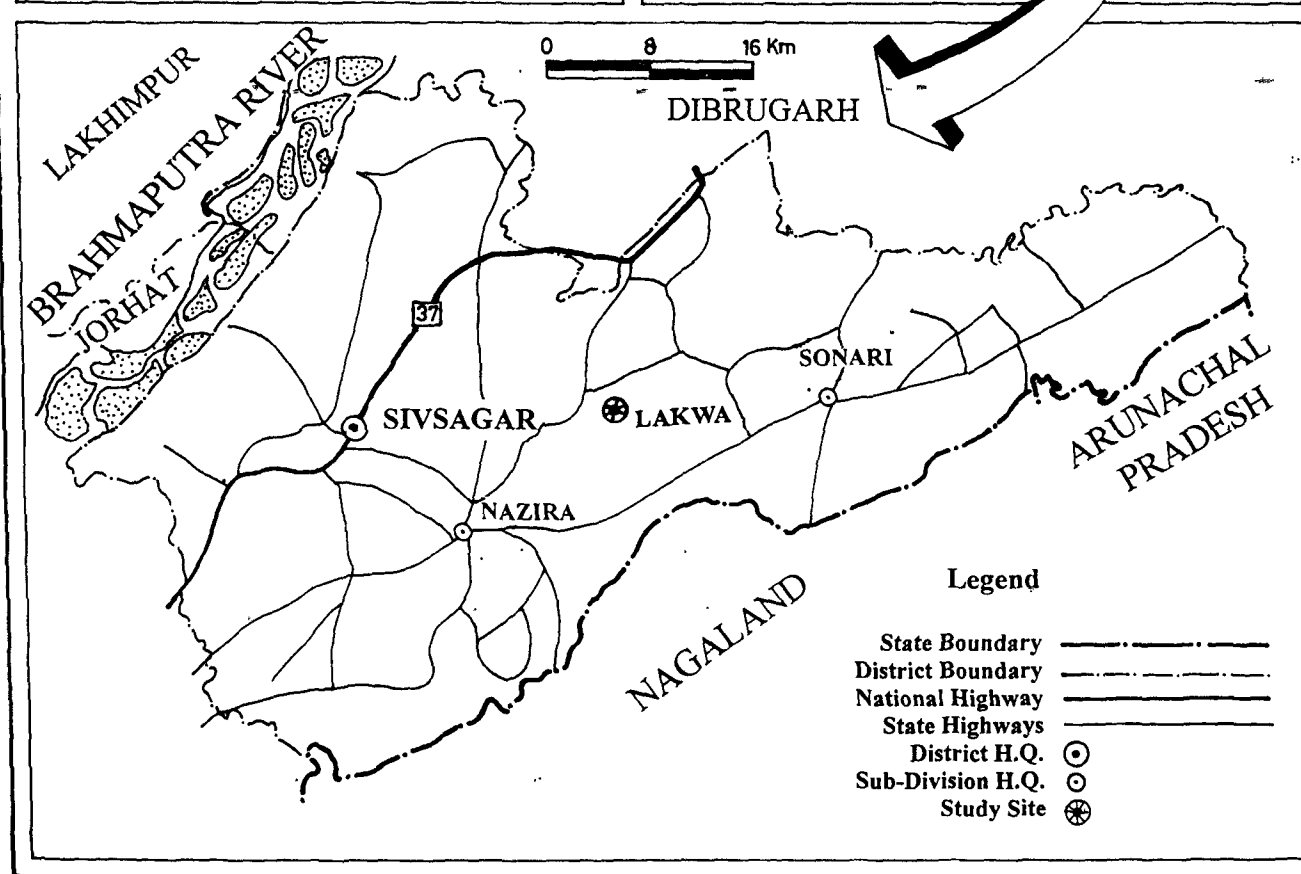
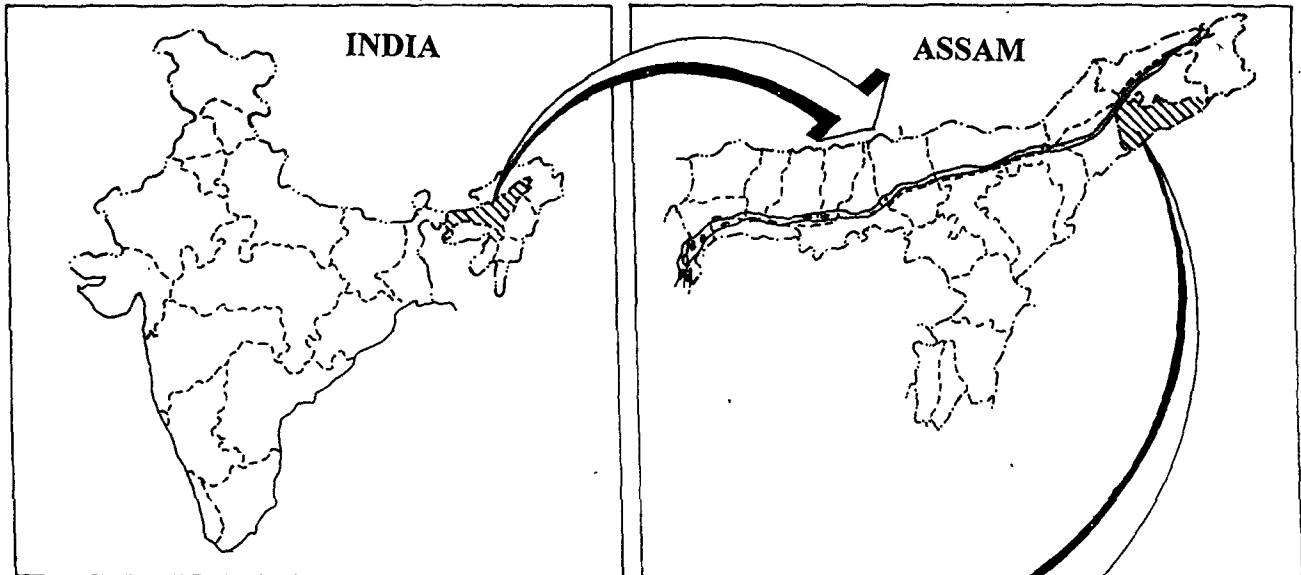
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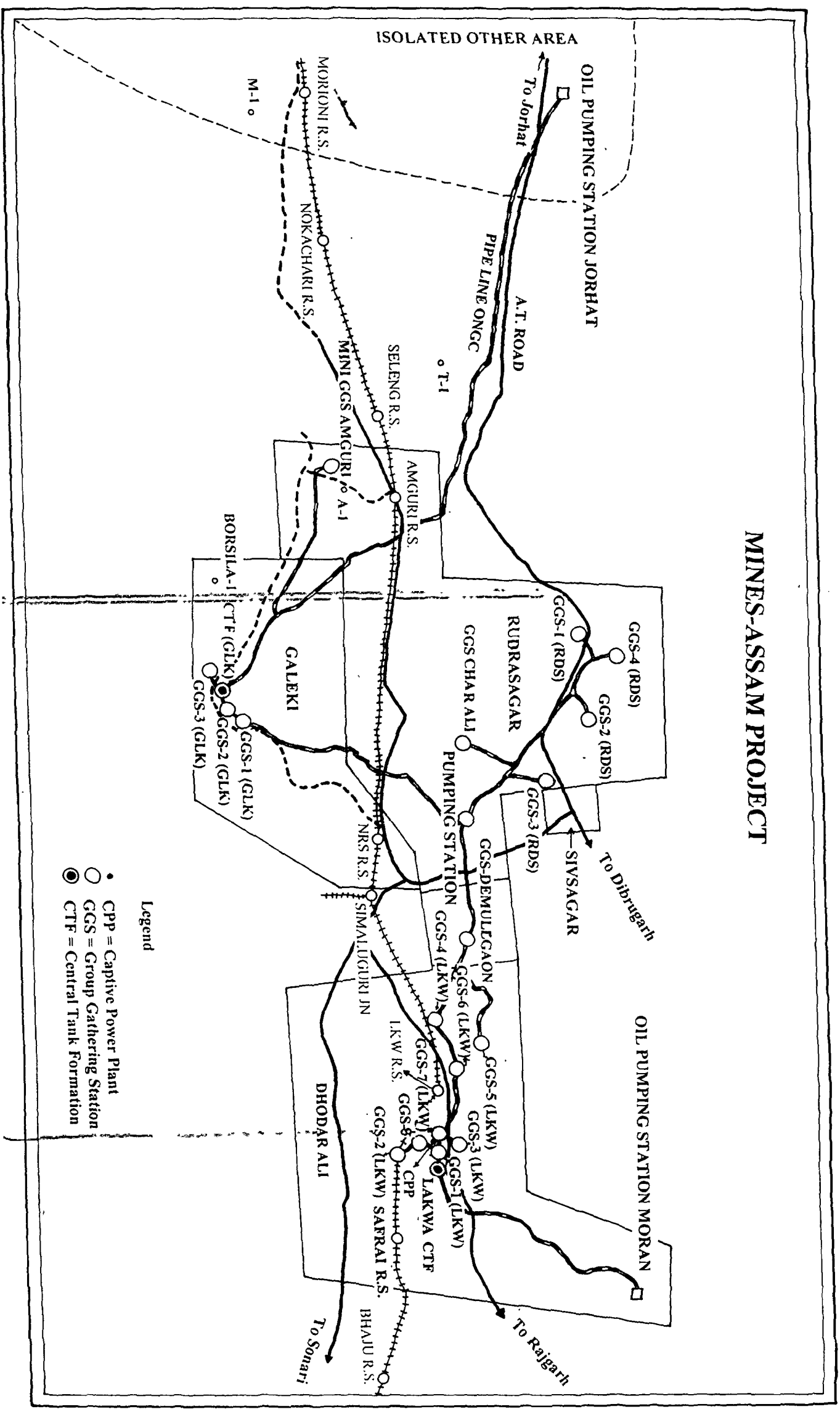
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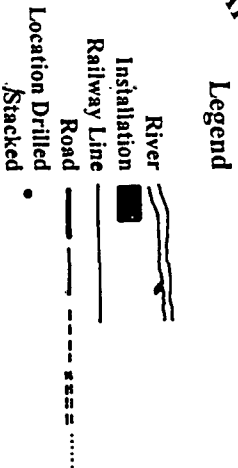
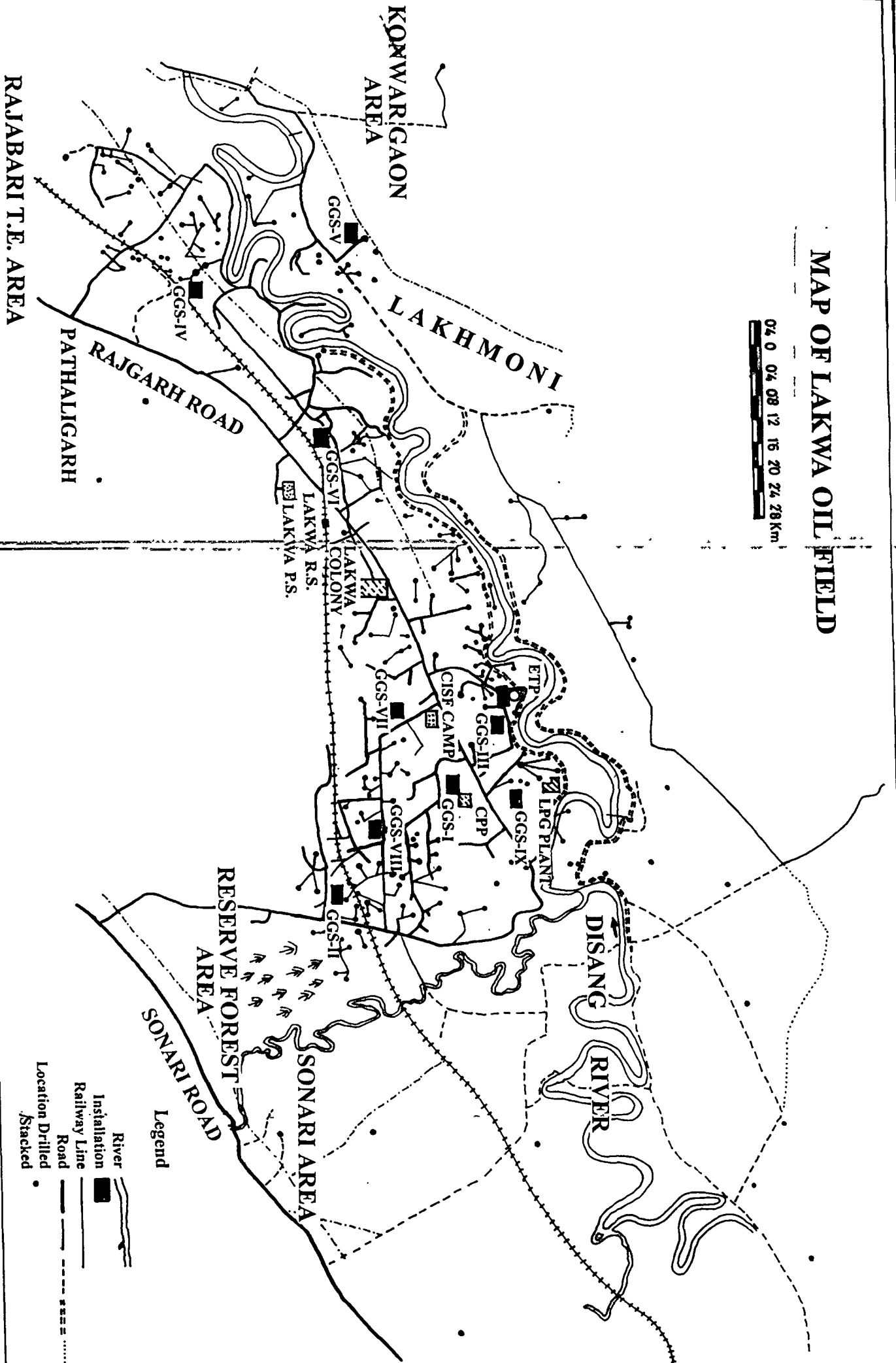
LOCATION MAP OF SIVSAGAR DISTRICT, ASSAM



MINES-ASSAM PROJECT

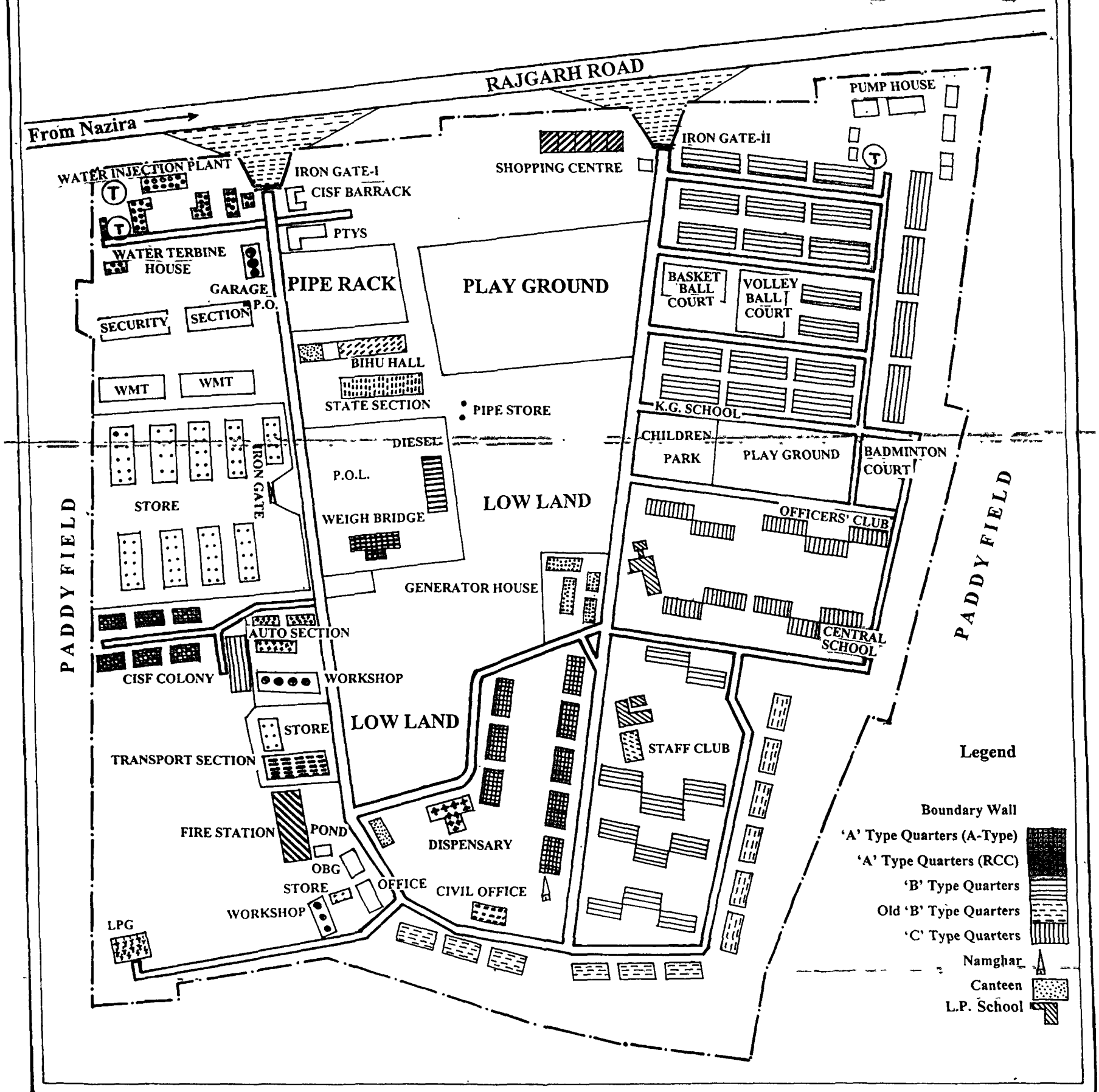


MAP OF LAKWA OIL FIELD



MASTER PLAN OF LAKWA COLONY (SKETCH MAP)

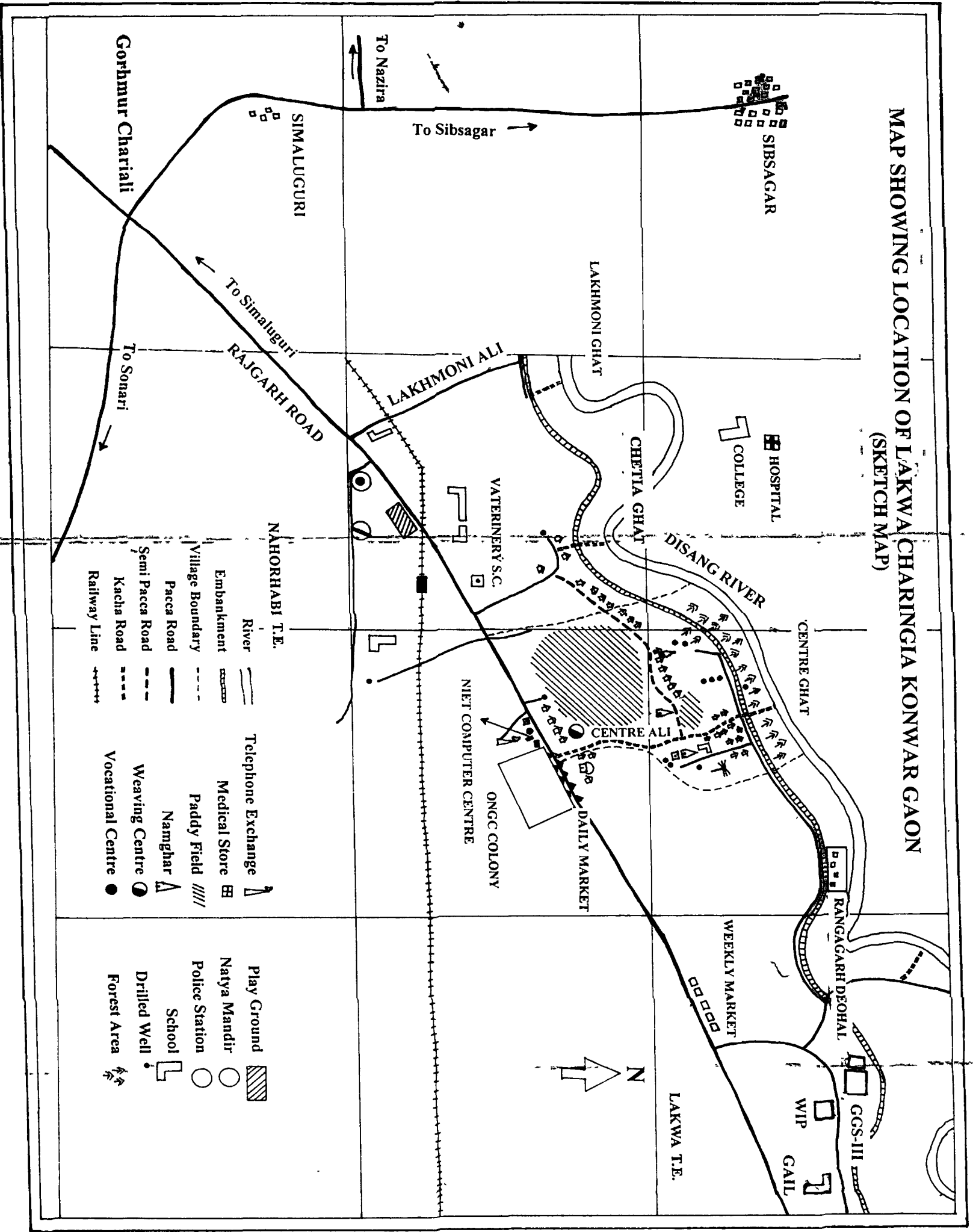
LAKWA CHARINGIA KONWAR GAON



Legend

- Boundary Wall
- 'A' Type Quarters (A-Type)
- 'A' Type Quarters (RCC)
- 'B' Type Quarters
- Old 'B' Type Quarters
- 'C' Type Quarters
- Namghar
- Canteen
- L.P. School

MAP SHOWING LOCATION OF LAKWA CHARINGIA KONWAR GAON (SKETCH MAP)



To Nazira
To Sibsagar
To Simaluguri
To Sonari

SIBSAGAR
LAKHMONI GHAT
LAKHMONI ALI
VETERINARY S.C.
CENTRE GHAT
CENTRE ALI
DAILY MARKET
ONGC COLONY
RANGAGARH DEOHAL
WEEKLY MARKET
WIP
GGS-III
GAIL

DISANG RIVER
NAHORHABI T.E.
RAJGARH ROAD
LAKWA T.E.

SIMALUGURI
Gorhmunur Chariali

HOSPITAL
COLLEGE
VETERINARY S.C.
CENTRE GHAT
CENTRE ALI
DAILY MARKET
ONGC COLONY
RANGAGARH DEOHAL
WIP
GGS-III
GAIL

Embankment
River
Telephone Exchange
Medical Store
Paddy Field
Namghar
Weaving Centre
Vocational Centre

Play Ground
Natya Mandir
Police Station
School
Drilled Well
Forest Area

MOHAN DEODHANI GAON OF SIVSAGAR
(NO.918)
YEAR: 1889-90

DEODHAIGAON ○

KHALOI GHOGRA

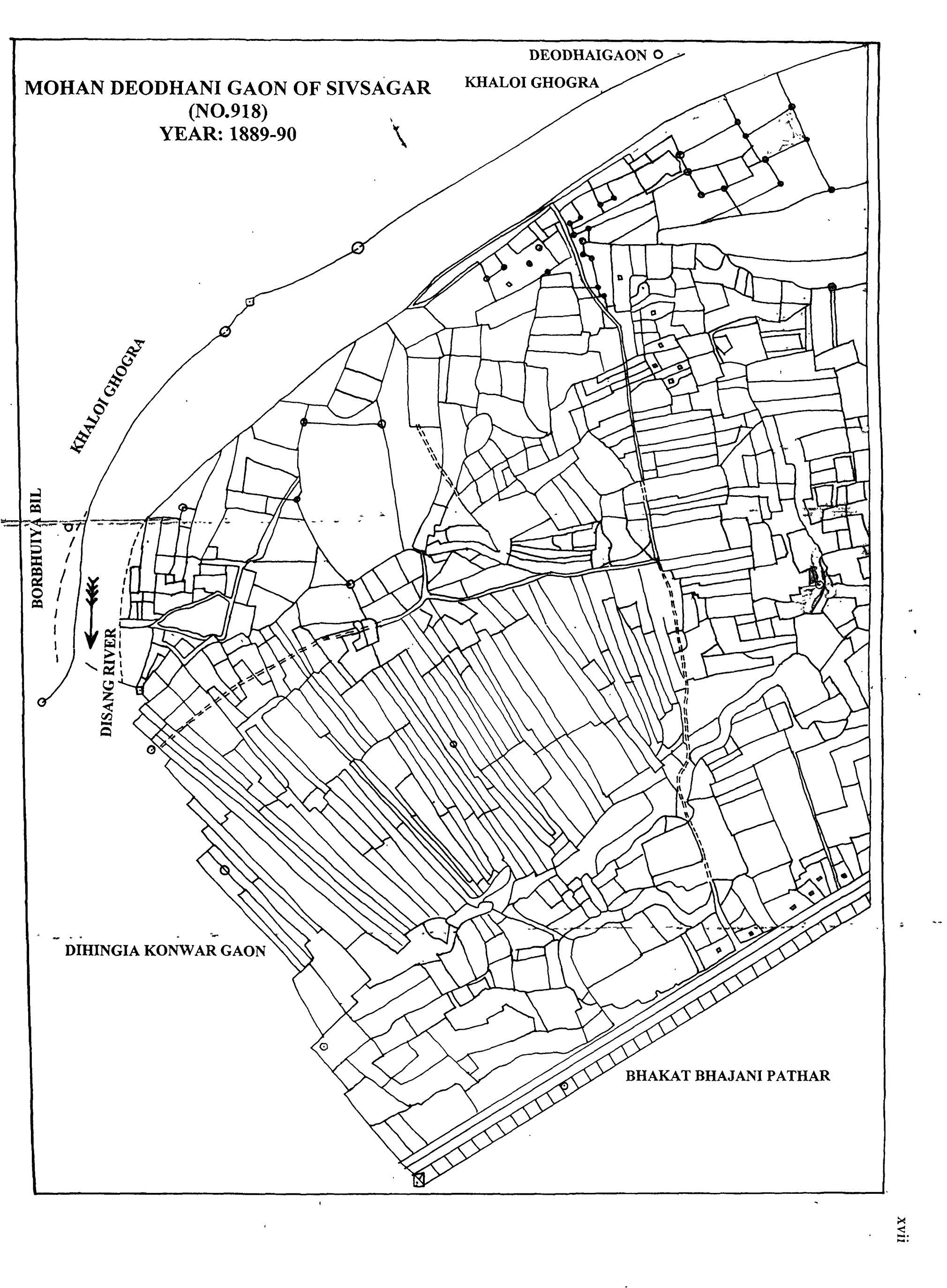
BORRHUIYA BIL

KHALOI GHOGRA

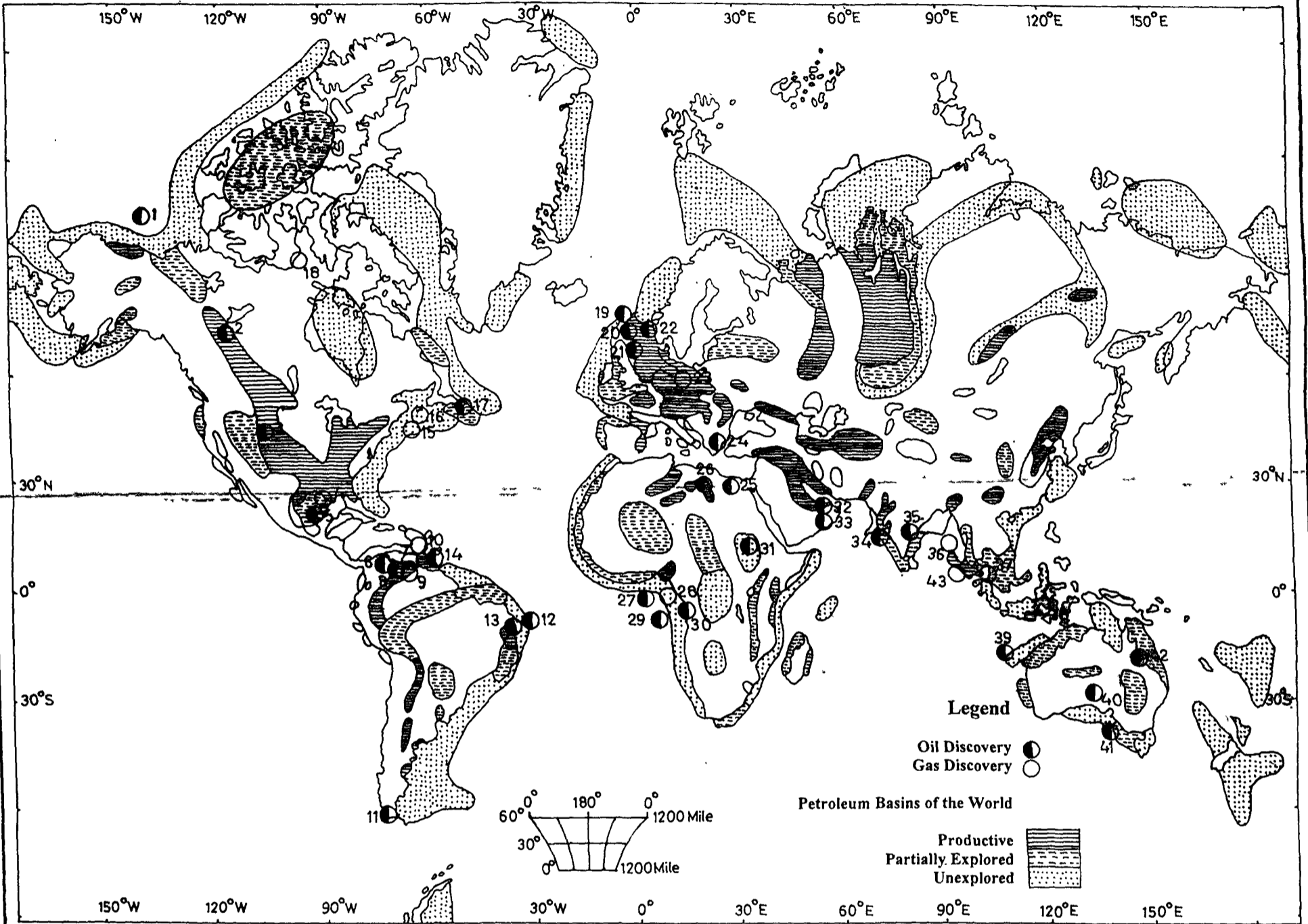
DISANG RIVER

DIHINGIA KONWAR GAON

BHAKAT BHAJANI PATHAR



SIGNIFICANT RECENT GLOBAL DISCOVERIES


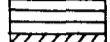




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|-------------------------------|---------------------------|-----------------------|---------------------------------|
| 1. KOPANOAR | 12. OFFSHORE-CAMPOS BASIN | 23. SOHLINGEN | 34. BOMBAY OFFSHORE |
| 2. BEAVERLODGE | 13. CAMPOS BASIN | 24. OFFSHORE GREECE | 35. GODAVARI OFFSHORE |
| 3. WYOMING'S OVER THRUST BELT | 14. TRINIDAD | 25. WESTERN LIBYA | 36. ANDAMAN OFFSHORE |
| 4. MOBILE BAY | 15. SABLE ISLAND | 26. TUNISIA | 37. PENINSULAR MALAYSIA |
| 5. GULF OF SAMPECHE | 16. NOVA SCOTIA | 27. OFFSHORE GHANA | 38. EAST KALIMANTHAN |
| 6. GULF OF VALA | 17. HIBERNIA | 28. OFFSHORE CAMEROON | 39. EXMOUTH PLATEAU |
| 7. URDANETA CORRIDOR | 18. DRAKE POINT | 29. OFFSHORE GABON | 40. COOPER-BASIN (S. AUSTRALIA) |
| 8. LAKE MARACAIBO | 19. STATEJORD | 30. CONGO | 41. OTWAY-BASIN (VICTORIA) |
| 9. LOS-TESTIGOS | 20. BERTI | 31. SUDAN | 42. THOMBAY CREEK (QUEENSLAND) |
| 10. PARIA PANINSULA | 21. PORCUPINE TROUGH | 32. SHARJAH | 43. ARUN (INDONESIA) |
| 11. OFFSHORE ARGENTINA | 22. NORWEGIAN NORTH SEA | 33. OMAN | |


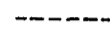
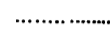

PHANEROZOIC SEDIMENTARY BASIN MAP OF INDIA

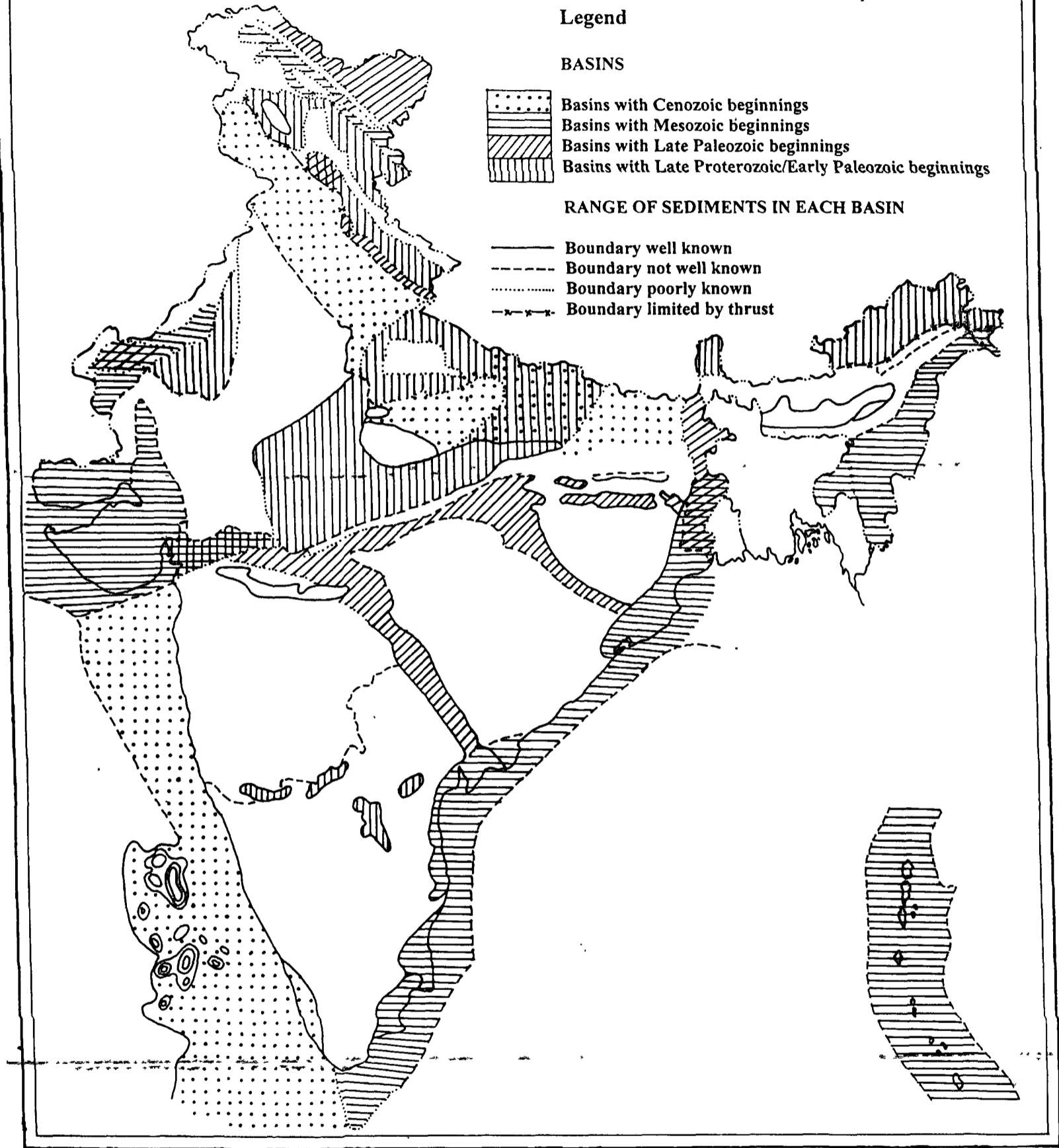
Legend

BASINS

-  Basins with Cenozoic beginnings
-  Basins with Mesozoic beginnings
-  Basins with Late Paleozoic beginnings
-  Basins with Late Proterozoic/Early Paleozoic beginnings

RANGE OF SEDIMENTS IN EACH BASIN

-  Boundary well known
-  Boundary not well known
-  Boundary poorly known
-  Boundary limited by thrust



CHAPTER - I

INTRODUCTION

CHAPTER - I

INTRODUCTION

Industries occupy a unique place in a nation's economy. They are the key source from where goods are manufactured for the satisfaction of human wants. They provide employment to thousands of people. The social life of the people is influenced by industries which produce goods and services as per the changes in the people's tastes and income levels. They enable us to appreciate the role played by technocrats, workmen and industrialists in the production of goods and services. To the prospective job-seekers, they help in planning their careers.

Gisbert(1972:3) defined industry as "the application of complex and sophisticated methods to the production of economic goods and services. These complex methods, which imply the use of machines, have been devised in order to improve the quantity and quality of production". He further says that : man, in a certain way, has always been 'industrial'. He has always used tools to obtain food and to satisfy his needs. The use of tools and machines are far more complicated with the introduction of more advanced industries. Man has always been not only a user of tools but also a maker of them, homo faber. This is because he was intelligent and could adjust means to ends in order to achieve his objectives. He was, in short, homo sapiens (intelligent man) and, as such, was also homo industrialis or industrial man. The original Latin word for industry is 'industria' which means skill and resourcefulness. In this sense we speak of an industrious man connoting a diligent, shrewd worker.

In the words of Moore (1969:4) "Industry refers to the fabrication of raw materials into intermediate components or finished products by primarily mechanical means dependent on inanimate sources of power".

Moore(Ibid:5) further states that 'Industry' presents itself in the modern world by its products as well as its processes, and no country is likely to get far with its quest for economic growth without becoming a part of the industrial system at least in the utilization of products. As for instance, improved seed varieties and chemical fertilizers for agriculture represent an aspect of industrialization, just as do antibiotics or insecticides for improved health.

Industrialization refers to sustained economic growth following the application of inanimate sources of power. It initially took the form of factory production, later spreading to agriculture and services. Economic growth can be defined as increased per capita income.

In the words of Moore (1969:6) "economic development implies structural change in addition to mere increase in output. Development entails establishing or revamping fiscal, financial, and fiduciary mechanisms. It involves institutional changes in the precise sense of alterations in the laws and other rules of conduct, organizational changes in the management of production and distribution, and sooner or later, changes in the location, definition and motivation of economic activity". He says that many of the changes implied by the term economic development are themselves not strictly economic as they are precedent to, accompaniments of, or early consequences of changes in the place of production.

Schneider(1969:1) while referring to industrial institutions states that "Industrial institutions form just one part of our large and complex society. Yet social scientists often label it an 'industrial society'. This title reflects the fact that industrialism is by far our most important mode of production, just as guild production or slave production have predominated in other times and in other cultures. By calling our society 'industrial', social scientists also imply that in innumerable direct and indirect ways industrialism places its stamp on our culture as a whole; that it shapes men's

lives, molds our institutions, and in the long run helps shape the values, ideals, and goals of society as a whole”.

Factory and Workers :

Several terms like ‘factory’, ‘plant’ and ‘firm’ are often used interchangeably, though their meanings differ. A factory, refers to a place where raw materials and semi-finished goods are converted into finished products. It is an establishment which carries on manufacturing process with the help of men, machines(or tools) and materials. The Factories Act 1948 is the principal central law in India which regulates the condition of work in factories all over the country. The idea of defining a factory by this law is to decide the scope of the protections provided in it, that is, who can enforce or demand the facilities in this act. The Act,1948[Section 2(m)] defines a factory as “any premises including the precincts thereof

(i) Whereon ten or more workers are working, or were working on any day of the preceding twelve months, and in any part of which a manufacturing process is being carried on with the aid of power, or is ordinarily so carried on, or

(ii) Whereon twenty or more workers are working, or were working on any day of the preceding twelve months, and in any part of which a manufacturing process is being carried on without the aid of power, or is ordinarily so carried on, but does not includes a hotel, restaurant or eating-place”.

From this definition, it is clear that a factory is a premise where a manufacturing process is carried on with (i) ten or more workers with the aid of power or (ii) twenty or more workers without the aid of power. Thus the act defines a factory with reference to : (i) premises, (ii) manufacturing process, (iii) number of workers, and (iv) use of power. If any of these requirements is not complied with, then the activity cannot be called a factory under the Factories Act.

The word 'power' is used to mean electrical energy, or any other form of energy, but not generated by human or animal agency. The term 'manufacturing process' has been defined very widely. It means any activity which involves making, altering, repairing, packing, treating or adopting any article or substance with a view to its use, sale, delivery, disposal, etc. It also includes activities like pumping oil, water, sewage, transmitting power, repairing ships, storing and preserving any article in cold storage and so on. The use of these terms has made the definition of 'factory' very wide but complex.

In other words, manufacturing activity involves a change in the form of raw materials to satisfy human needs. The term 'manufacture' comes from the Latin word 'manus', which means 'hand', and 'facture' which means 'making'. In modern times, however, manufacturing refers to goods made by hand as well as machines. Production of these raw materials have to be treated or processed and moved from one place to another before they acquire a market value. The manufacturing activity thus brings about a change in the form of raw materials into finished or semi-finished goods through a conversion process.

The manufacturing activity requires a man-designed and machine-assisted process, through which raw materials are transformed into finished or semi-finished goods. The inputs required in this process are land, labour, capital and enterprise. These inputs are also called the factors of production. These factors of production that is, land, labour and capital are brought together to realize the goals and objectives of the concerned organization.

Land is used to describe all natural resources used in production, including land itself, mineral deposits, and climate. 'Labour' means effort of any sort. It may be in the form of skilled, unskilled or semi-skilled labour. 'Capital' refers to the stock of man-made resources, which is available for assisting in further

production. This includes both fixed and working capital. The former includes buildings, machinery, equipment and so on and the latter consists of investment in raw materials, stock of partly finished goods and cash for running day to day business.

The Factories Act 1948[Section 2(1)] defines worker as a person employed directly or by or through any agency (including a contractor) with or without knowledge of the principal employer, whether for remuneration or not, in any manufacturing process, or in cleaning any part of the machinery or premises used for a manufacturing process, or in any other kind of work incidental to, or connected with, the manufacturing process or the subject of the manufacturing process but does not include any member of the armed forces of the union.

On the other hand the concept of employment involves three components, viz., employer, employee, and contract of employment. The 'employer' is one who employs, that is, one who engages the services of other persons. The 'employee' is one who works for another for wages. The employment is the contract of service between employer and employee whereunder the employee agrees to serve the employer subject to his/her control and supervision.

The concept of work is defined by How(1994:40) as "physical or mental effort to perform tasks, or duties that affords one the accustomed means of livelihood". According to him people need to work for the money it brings to enable them to live and another very important reason for people needing work is because of the satisfaction the job can bring either through having an opportunity to develop relationships on the job or from the strong feeling of personal accomplishment in doing the job.

Similarly, a workman is a person employed by an employer to work for him/her in return for remuneration. The relationship of employer and workman is essential in order to treat a person a workman. This relationship arises from an

agreement between them which is legally known as contract. The agreement specifies the terms on which the workman agrees to work for his employer. It may include the place and timings where the work is to be done. It also provides for wages, rights, duties, responsibilities.

The various labour laws stress that in order to be a workman a person should (i) enter into a contract of employment, and (ii) accept the right of the employer to give him/her direction. The Industrial Disputes Act 1947[Section 2(s)] states that a workman may do any type of work-skilled, unskilled, clerical, technical, operational, or supervisory. However, those doing managerial and administrative work are excluded from the definition of a workman. The work may be done on hire or reward, that is, on the basis of a time wage or a commission.

On the basis of work done, we may list the following types of workman :

(i) Unskilled workers : An unskilled worker is one who need not acquire any skill, by training or otherwise, to perform his/her work. The work perform by such persons may be, by and large performed by any normal person. Some of the examples of unskilled workers are loaders and unloaders of materials, peons, sweepers, helpers and so on.

(ii) Skilled workers : A skilled worker is one who has acquired some skill to do his/her work. Such skill may be developed by education, training, practice, or experience.

A skilled work cannot be done by any worker who has not acquired skill by any of the above mentioned means. A skilled workman makes frequent use of his/her brains (technical knowledge), apart from his/her physical labour. For example, masons, carpenters, iron-smiths, mechanics are skilled workers.

(iii) Semi-skilled workers : Certain jobs require a relatively low degree of skill.

They are supposed to be performed by semi-skilled workers. In fact, the distinction between a skilled and a semi-skilled workman is only one of the level or degree of skill which one has to practise. Some of the examples of semi-skilled workers are : welders, drill operators, spray painters and so on.

Workers may be employed on a regular or casual basis. Regular workers are also known as permanent workers. A regular worker becomes a permanent part of the organization subject to the terms and conditions applicable to such workers. They cannot be removed from service without a due process. A casual worker works subject to the availability of work and he cannot demand work as a matter of right. We may note the following points of distinction between the two :

(i) Nature of contract : A regular worker is deemed to have entered into a long-term contract of work, say till his/her retirement or voluntary retirement. The contract entered into by a casual worker is short-term, say, involving a day, or a few days, or a few months.

(ii) Nature of Rights : A regular worker enjoys a number of legal rights whereas the rights of casual workers are few and narrow in scope. Regular workers cannot be removed except through proper procedure of law. A regular worker is entitled to various social security, welfare, and compensation (including bonus) benefits, which could be conferred by law or an agreement. Casual workers have only few of these rights, depending upon the number of days for which they have worked. As for instance, a casual worker is not entitled to the provident fund benefits.

(iii) Annual Increments : In case of regular worker is employed on the time-rate basis, he/she usually gets an annual increment of pay. Casual workers do not get such a benefit. Regular workers are usually placed in various scales of pay, if paid on the time-rate basis. Casual workers are usually paid on daily wage basis.

The characteristics of a factory, as commonly understood, and not as per the Factories Act, can be outlined as follows :

(i) Transformation of raw materials into finished products : All factories carry on a production process which is also called manufacturing activity. This involves a change in the raw material thereby making it a product. The transformation adds to the value of inputs. As for instance, raw cotton through the conversion process is turned into yarn, cotton textiles, and finally, into garments.

(ii) Use of raw materials : All factories use raw materials for carrying on production activity. The raw material is of the principal input in the transformation process.

(iii) Use of machines : Factories require machines for carrying on manufacturing process. The kind of machines used would depend on the type of transformation involved. A simple process would require just simple tools or less sophisticated machines, while a complex process would involve more advanced machines. As for instance, automobiles and ship-building industries require more advanced machines while furniture-making involves the use of less complex machines.

(iv) Use of power : Power is increasingly being used in factories. The use of power helps in manufacturing a larger output in shorter time period. With the increasing use of modern technology, there is greater need for power in the manufacturing processes. However, factories may produce without power also.

(v) Division of labour : Factories work on the principle of division of labour. Jobs are performed by people who are best suited for the concerned positions. This allows the factories to reap advantages of specialization.

(iv) Scale of production : Factories may be small, medium, or large, depending on the scale of production. A small factory would be working with fewer number of people and machines. Also, it would have a limited market e.g., toy

factories, book-binding units and so on. A large factory produces large output with more workers and machines e.g. textile units, tobacco industries and tea estates.

(vii) Professional management : Modern factories mostly function on the principles of scientific management. A properly planned out production programme involves less wastage of time and leads to cost efficiency and higher productivity of employees.

(viii) Legal regulations : Factories work within a regulatory framework. They are governed by various laws and a host of other regulations. This means seeking and obtaining approval, registration and various licences under the law. Also, many types of tax returns are to be filed by factory owners to comply with various laws which regulate them, for example, the laws relating to exercise, customs, income tax, sales tax, labour matters and so on.

Seasonal and Perennial industry :

A manufacturing activity may be 'seasonal' or 'perennial' depending on the length of time for which production is carried on. Seasonal manufacturing industry is one which carries on production only for a part of the year e.g. sugar industry. In perennial industries, on the other hand, production is carried on throughout the year e.g. automobiles, cotton textiles, synthetic cloth, oil processing, brick-making industries and so on. The characteristics of seasonal manufacturing industries are (i) availability of raw materials, (ii) dependence on climate, (iii) nature of demand, (iv) nature of the products, and (v) availability of labour. Perennial manufacturing industries have the following characteristics : (i) regular availability of raw materials, (ii) nature of demand, (iii) permanent requirement of labour, and (iv) continual and uninterrupted production. Seasonal and perennial industries differ from one another on the basis of : (i) availability of raw material, (ii) requirement of labour, and (iii) nature of production.

Extractive industries and Genetic Industries :

Extractive industries involve extraction of the produce from natural sources, like timber from forests and minerals from the earth. In such cases, products are directly consumed or are used as raw materials for further treatment. Mining activity forms a part of this group. Thus, mining activities are those which involve extraction of minerals from the surface of the earth, for example, coal, iron, aluminium, gold, bauxite and so on. Genetic industries, on the other hand, include activities connected with breeding and rearing of animals and growing plants. Agricultural activity forms a part of this group.

Factory and Workshop :

The manufacturing activity is carried out in factories. As we noted earlier, a factory is an establishment where production is carried out with the help of people and machines, with or without power. A workshop includes all places where workers work with tools and it usually has only technically qualified people. A workshop differs from a factory. The former is mainly service-oriented. It is a smaller organization than a factory. A factory may have many workshops within it.

Small and large Factories :

Manufacturing units may be large or small depending on the scale of production. A small-scale unit is defined as one having an investment of not exceeding Rs.60 lakhs in fixed assets. A small-scale industry includes traditional and modern enterprises, hand-and-machine-types of production, and urban and rural establishment. Large industries, on the other hand, require large investment and yield more output. Both large-scale and small-scale units are important for the development and growth of the economy.

Small-scale units have the following characteristic features. (i) easy to establish, (ii) limited coverage of the market, (iii) small investment, (iv) personalized management and techniques of production, (v) use of local materials and skills, (vi) flexibility in operations, (vii) scope for individual creativity, (viii) initiation of new products, and (ix) government protection.

The characteristics of large-scale units are the following : (i) legal formalities, (ii) wide markets, (iii) mass-scale production, (iv) higher investments, (v) sophisticated techniques of production, (vi) regulatory framework, (vii) diversification in unrelated products, (viii) formal management structure, (ix) capacity for design and research, and (x) presence of trade unions.

Thus large-scale and small-scale units differ from each other on the basis of : (i) finance, (ii) methods of production, (iii) employment of labour, (iv) market, (v) scale of production and (vi) legal requirements.

Factory and organization :

It is important to note that a factory does not merely consist of raw materials, machines or buildings. The human element is the most important part of a factory. That is why it is said that “factory is people”. It is the people who organize and carry on the production process in a factory. The functioning of the factory depends on the organizational capability of those who carry on and manage it.

‘Organization’ on the other hand refers to a planned process through which the resources of an enterprise in men, materials, machines and money are brought together. An organization is thus the totality of tangible and intangible factors. The study of factory organization helps in understanding the production process and the problems associated with it. It encompasses understanding of the problems involved in product selection, plant location, plant layout, building construction,

installation of machinery, procurement and control of raw materials, recruitment and motivation of personnel, and production of goods and services and controlling their quality.

Industrial Relations :

Industrial relation is the composite result of the attitudes and approaches of the employers and employees towards each other with regard to planning, supervision, direction and co-ordination of the activities of an organization with a minimum of human effort and friction, with a spirit of co-operation and with proper regard for the genuine well being of all members of the organization.

The new industrial set-up has given birth to the capitalistic economy which divided the industrial society into two groups : the labourers and the capitalists. The interests of these two groups are not always the same. The conflict in their interests results into industrial disputes. The main causes of industrial disputes may arise from (i) Economic (ii) Managerial (iii) Political and (iv) other reasons.

Now-a-days the most common of the causes of industrial disputes are economic in nature. Following are the constraints that fall under the category of economic causes :

- (a) Wage Increase.
- (b) Dearness Allowance.
- (c) High Industrial Profits and Bonus.
- (d) Working Conditions and Working Hours.
- (e) Modernisation and Automation of Plant and Machinery.

The denial of certain basic needs of the workers such as medical, education and housing facilities and so on by the employers may lead the workers to *resorting to direct industrial disputes.*

The managerial causes of industrial dispute are :

- (a) Denial of recognition of Trade Unions.
- (b) Defective recruitment policies.
- (c) Irregular lay off and retrenchment.
- (d) Defiance of agreement and code of conduct and code of discipline with a view to harassing or exploiting the employees thereby encouraging strike.
- (e) Inefficient labour leadership.

The political leaders/workers very often misuse the industrial workers to serve the political purpose and thereby incite them to launch strike, gherao and bandh against the industrial organization and the managers.

Sometimes workers launch strike or protest against the employers when any employee is punished in the form of transfer, reduction of wage, suspension or retrenchment or sometimes in protest of police atrocities and so on.

A proper management of industrial relations can have a tremendous impact on the basic functions of management like planning, organization, direction and control. Planning is the conscious determination of a further course of action to achieve the desired results. It also involves choosing of a course of action from all available alternatives for accomplishing the desired results with greatest economy. The proposed course of action is charted out in greater details with the help of a complex chain of plans like policies, procedures, programmes and budgets focused on objective of the enterprise. Effective industrial relation only can make the above course of action in planning successful. Workers participation in the management is possible on prevailing good relation between management and the workers. Good industrial relation helps in bringing each and every individual connected with the organization to closer and co-operative contact. Thus it helps in reducing the

difference between the managers and the managed. The experts in respective discipline of works willingly come forward in determining of total activities, grouping of such activities and assignments of jobs to both manager and the experts, that is, operators.

Direction in relation to an organization is largely a function of human relations and motivation. As the human beings are full of various qualities, like emotions, aspirations, sentiments, capacities to participate or to withhold such participation, it is therefore, a very difficult task to be successful in this regard unless a good industrial relation is maintained between the employer and the employees. By virtue of good relations between the manager and the workers, a congenial atmosphere prevails within the organization itself, and the workers become loyal to the management. Thus, the workers and the operators remain ready to abide by the direction of the manager and help the organization to become a real success.

Control ensures qualitative and quantitative performance of work in the organization for completing plans and achieving objectives. Under this function, measuring standards or yard sticks are established and communicated to managers so that they can regulate employee performance and can work by self-control. Therefore, without good relation between the managers and the workers, it would be quite impossible on the part of an organization to achieve its desired goal.

Industries and Industrial Development in India :

Although Indian economy is still largely agrarian, its tradition of industry is as old as human history. The industrial structure of India has grown stronger since independence. During the five year plans, the industry has been expanded and



diversified. Industry has migrated from village huts to big and spacious mills and factories, which in turn have helped develop modern towns and cities.

Four industrial clusters have developed in India. The eastern industrial cluster extends over southern Bihar, West Bengal and Orissa. This region is rich in coal, iron ore and other minerals. Hence iron and steel industry has developed in Kulti-Burnpur, Jamshedpur, Durgapur, Bokaro and Rourkela. Jute mills dominate the industrial landscape on the banks of Hoogly. The main factors responsible for the development of this industrial complex, besides the availability of minerals, are the power resources from Damodar valley corporation, cheap labour from thickly populated states and efficient means of transport.

The other major industrial complex in India has developed in the Bombay hinterland extending between Bombay and Vadodara through Surat and Bharuch. This complex is famous for cotton textile and chemical industries but now it has become important for petro-chemical and pharmaceuticals also.

In the southern states of Andhra Pradesh, Tamil Nadu, Karnataka and Kerala, a few small industrial clusters have developed. The belt comprising coimbatore-Madurai-Madras is dotted with cotton textile, electrical goods, chemical and leather industries. There are some industrial centres with specialised products e.g. machine and tool industry at Bangalore, ship building and fertilizer industry at Vishakhapatnam and oil refinery at Cochin.

In a continuous belt of Delhi, Haryana, Punjab and Western Uttar Pradesh a number of industries have developed e.g. textiles, machinery, automobile, electronics, cycle, agricultural machinery and pharmaceutical industries. Some industrial clusters in India have been established to remove the regional imbalances. Industries at Bhilai, Ujjain, Bhopal and Jagdeshpur are some such examples.

In the state of Assam, there are many industries but it has two well developed modern industries, viz. tea and oil. Besides, there are plywood industries, jute mills, sugar mills, cement factories, saw mills, match factories, paper mills, gas and hydro thermal power plant, petrochemicals industries, mini iron and steel mills, medium sized railway workshops, aluminium-ware factories, hardboard factories, the fertilizer factory, coal industry, handloom and textiles industries, industries related to bamboo and cane furniture works, printing presses, brass and bell metal industries, pottery making, glass industry, sericulture and so on. Among all the industries in Assam, the significance of oil industry is paramount to promote industrial development in the state.

It is an established fact that a country's economic growth is, to a large extent, reflected in the pattern of growth of its energy consumption and India is no exception. The Indian petroleum industry has made very impressive growth and has played an extremely vital role in the industrial development of the country. It has been a major source of many industries, transportation, and household fuels and a supplier of feedstock and fuel to a large number of downstream units.

Birth of the Indian Oil Industry :

Oil was first discovered in India in 1866 in Upper Assam. This was a mere seven years after the world's first discovery - in Pennsylvania, USA - by Colonel Drake in 1859. Actual oil production started after Assam Railway and Trading Company (ARTC), which was doing exploratory work, struck oil in 1889 at Digboi. The exploration work was almost immediately taken up by the Burmah Oil Company (BOC) in the Upper Assam area.

The petroleum industry in India remained static between 1900-1950 with crude production and refining being only in Assam. During this period, the balance

requirement of petroleum products was met by imports.

In 1956, the government of India formed the wholly owned oil and Natural Gas Commission (ONGC) and subsequently Oil India Limited (OIL) as a joint venture with Burmah Oil Company (BOC) for exploration and production of crude oil. Efforts in Assam and Gujarat helped to bring up the crude production to 6.8 MMT per annum by the early seventies.

During the mid-seventies, ONGC discovered large crude oil reserves in the offshore area of Bombay High and the production reached a level of 10.5 MMT per annum by 1980-81. In the next decade, India witnessed a three-fold increase in crude oil production and recorded a production of 34.0 million tonnes in 1989-90. During the same period, the offshore exploration activities commenced in Krishna-Godavari and Cauvery basins in Southern India, where some crude production has now commenced. India's current annual crude production is 30.6 MMT.

Petroleum, Natural Gas and Petrochemicals :

Petroleum is an inflammable liquid found naturally as crude oil. It contains hydrocarbons as paraffin, cycloparaffin, naphthene and aromatic compounds. Crude petroleum is obtained from beneath the earth's surface by drilling wells. It is black when extracted, but sometimes amber red, brown or even colourless. The crude is formed by the decay of tiny sea creatures million of years ago in much the same way as coal is formed from dead vegetation. The dead creatures formed layers on the sea bed buried in mud. These deposits were trapped by up-heavals in the earth's crust over millions of years. They underwent chemical changes and slowly turned by heat and compression into underground reservoirs of petroleum (Figure-1.1 & 1.2)

OIL AND NATURAL GAS DEPOSIT IN FOLDED STRATA

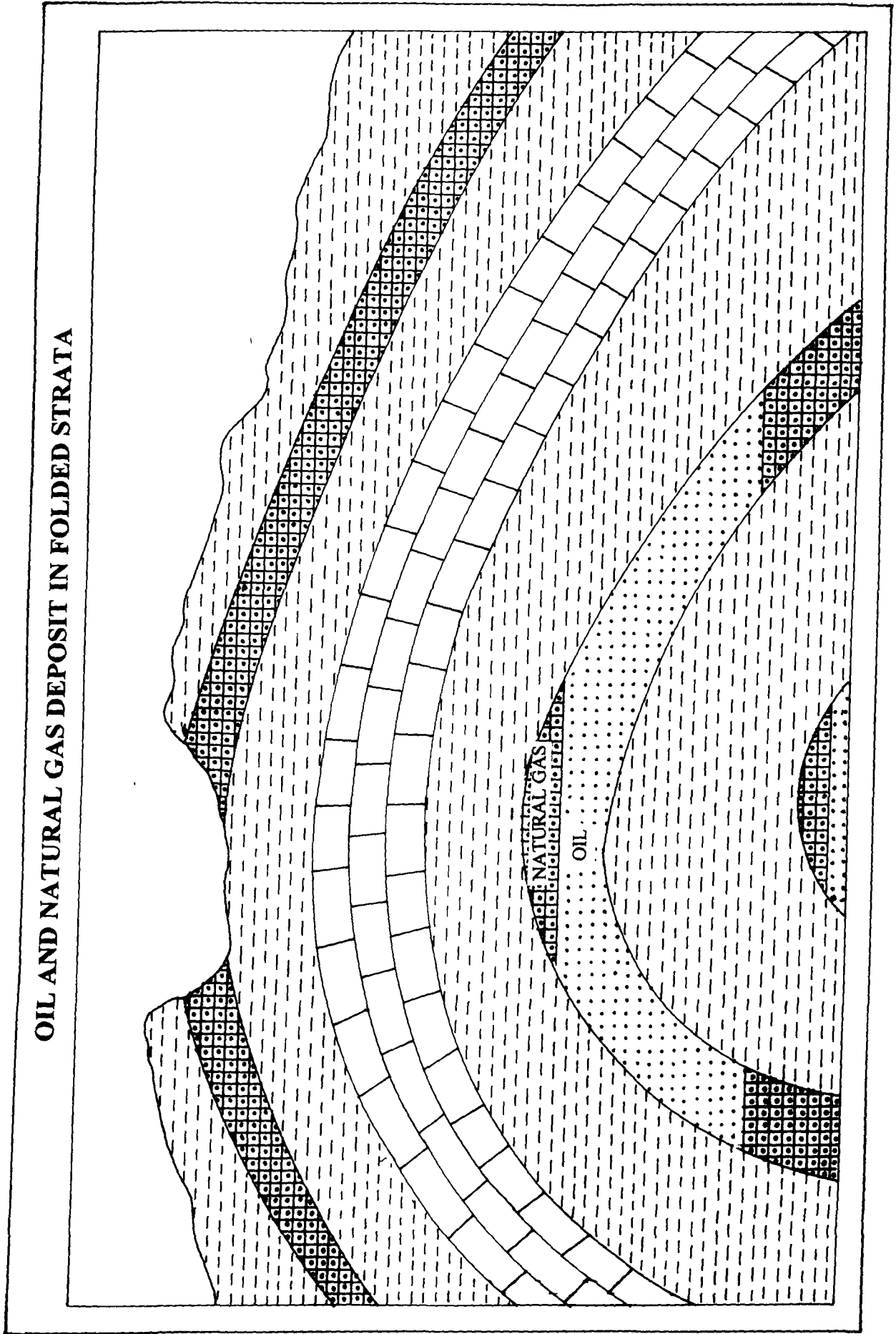
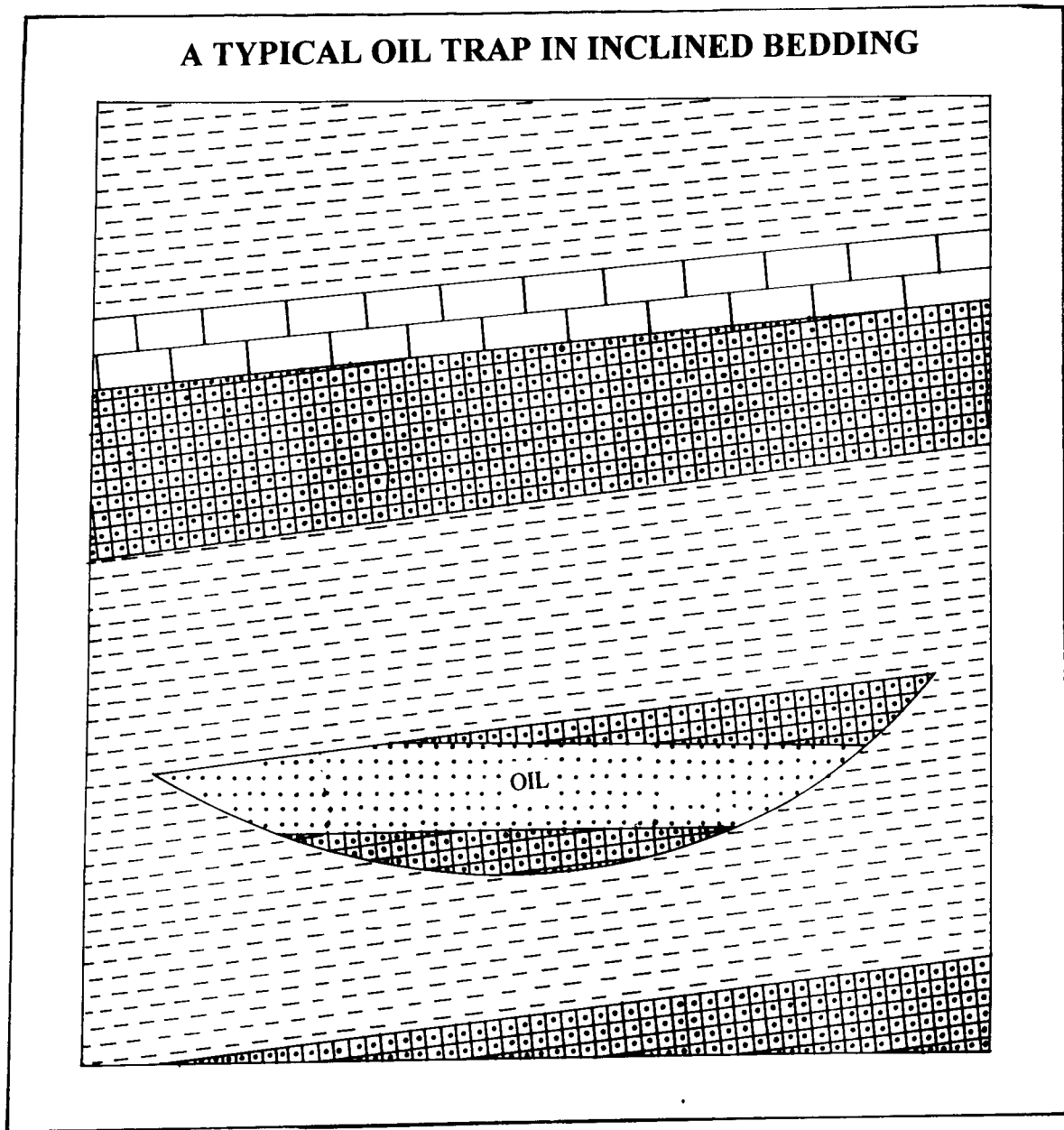


Figure - 1.1

Figure - 1.2



Petroleum is formed by decomposition of marine organisms which are preserved and finally sealed by finely grained sediments deposited on them. Such favourable conditions were afforded by the stagnant waters of lagoons, gulfs and inland seas where animal and vegetable life once abounded. By the weight of sediment assisted by the action of bacteria, the organic remains were transformed into oil and gas by heat and pressure.

Like crude petroleum, natural gas is also a valuable resource that remains hidden deep in the belly of the earth. Natural gas is known to occur in close proximity with oil several thousand metres below the surface of the earth or in the bed of the seas. In many areas it occurs by itself, not necessarily in association with oil. This reservoir is found in India in places far removed from each other as Tripura in the extreme east and Rajasthan in the extreme west. It is found elsewhere also.

Natural gas is found in porous rocks of the earth's crust with or near the accumulation of crude oil. The typical gas consists of hydrocarbon having a very low melting point. Natural gas comes in two forms, that is, associated gas and free gas. The first one remains mixed with crude petroleum and the second one is found in a natural state. The gas is a clean, convenient and odourless combustible gaseous fuel which can be used for cooking and heating purposes. It can also be used for carbon black, natural gasoline, certain chemicals and liquefied petroleum gas.

Methane - the first member of paraffin series makes up about 86 to 90 per cent in gas fields. Besides, there is ethane (8 to 9 per cent), propane (2 to 3.9 per cent) and butane (0.7 to 1.7 per cent). There are others, such as, pentane, hexane, heptane in addition to carbon dioxide, nitrogen, helium and hydrogen in small quantities. The composition may vary from one field to another.

Natural gas is in demand after petroleum as a source of energy for a number of petro-chemical products. Presently, oil producing nations are seized

of its tremendous potential as much as a source of thermal power as a rich base for chemicals. For some products like synthetic fibres, plastics (synthetic resin), synthetic rubber, detergent, etc., natural gas is a good source of feed-stock as petroleum crude. For certain other uses like nitrogen fertilizer and generation of power, it is even superior to both coal and petroleum. Ammonium fertilizer can be produced most economically from natural gas since the dominant constituent of natural gas is methane which among the hydrocarbons rank first as a source of hydrogen.

Existence of huge deposits of natural gas was discovered in the eastern region particularly in Assam after intensive exploration operations by the ONGC and OIL in various places of the state. Presently, there are some projects that have been implemented out of natural gas in the state. These are Hindusthan Fertilizer Corporation Limited (Namrup), Lakwa Thermal Power Project (LTPP) and the Bongaigaon Refineries and Petrochemical Projects Limited (BRPL). Some quantity of gas is being utilized by a number of tea gardens and the Liquefied Petroleum Gas (LPG) unit of Duliajan and Lakwa Liquefied Petroleum Gas (LPG) unit of Gas Authority of India Limited (GAIL). The excess gas after utilization by the Hindusthan Fertilizer Corporation Limited, Namrup, LTPP and the BRPL is burnt away. The Assam Gas Company (AGC) was formed in 1961 in order to utilize the natural gas produced from Assam oil fields. The company supplied the required gas to Hindusthan Fertilizer Corporation Limited, Namrup and LTPP. The quantum of supply to the two establishments of Namrup was 0.11 and 0.72 million cubic metres ; to the BRPL 134,000 cubic metres and to LTPP 887,000 cubic metres. The Assam Gas Company (AGC) also popularised utilization of gas for household use in towns of upper Assam. Some quantity of gas goes to number of tea gardens.

To utilize the natural gas further in the state, a Gas-Cracker plant is soon to be established at Lepetkatta (upper Assam). The heavy paraffin compounds

of methane like ethane, propane etc. would be converted to ethylene, propylene and others. These materials would give innumerable products for manufacturing a number of household articles of day to day needs. Various medium, small-scale and cottage industries are likely to come up based on these materials.

On the other hand, crude oil and natural gas can produce infinite number of chemical products which are known as petrochemical compounds. These compounds form a major industry today. They are the infinite sources of wealth to a modern man. By the magic wand of chemical engineering, oil is converted to fuel for generating power, drugs, dyes, cosmetics, perfumes, plastic, synthetic fibres etc. Thus the range of petrochemical compounds is very high. Today these compounds are changing the very life-style of every citizen. The progress in this field is so rapid that a new product is appearing in the market quite often.

The first chemical in this industry was the isopropyl alcohol produced in 1918. This was done by indirect hydration of propylene by sulphuric acid. After the discovery, manufacture of tetraethyl lead (TEL) for gasoline from petroleum was made. In later years, methanol and aceto-aldehyde were synthesized from crude oil. After the second world war there was rapid growth and development of the industry for preparation of explosives, nitric acid and nitroglycerine, toluene, styrene, ammonia, synthetic rubber and a host of other chemicals. Polymer and catalysis fields have received a great impetus. As a result of polymerisation, propylene, ethylene and proper products have been obtained.

Lipsticks, household detergents, polythene bottles, plastic utensils, car accessories, foam rubber, synthetic tyres and fibres, radio components, paints, varnishes, adhesives, weed killers, insecticides and fertilizers are just a few examples of petrochemicals.

The Indian Petrochemical Corporation Limited (IPCL) was formed in

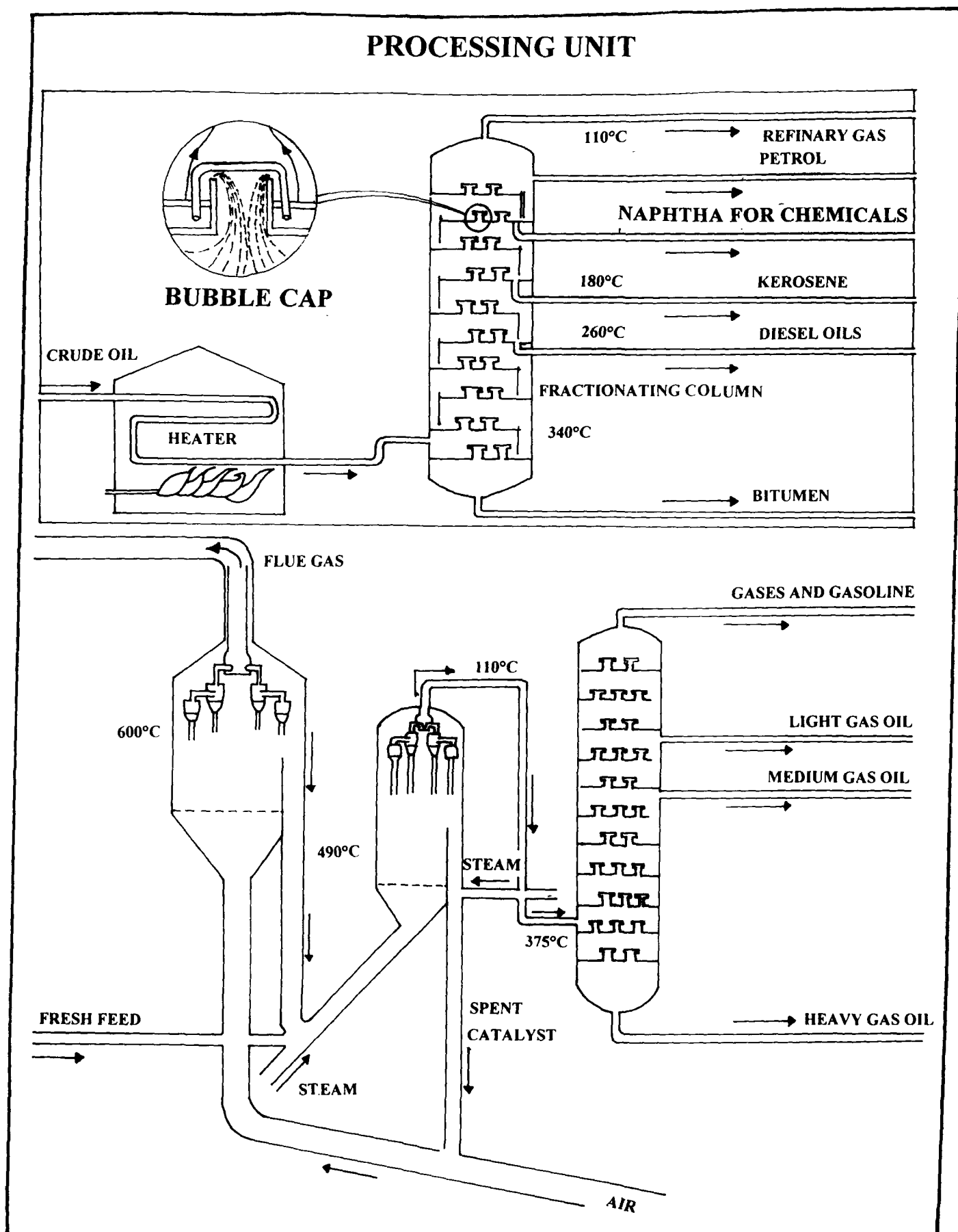
1989 in order to utilize the petrochemical products of India. To utilize the crude oil and natural gas of the state, the Bongaigaon Refineries and Petrochemicals Limited (BRPL) was established at Bongaigaon in 1980. It is now producing all the vital products. The polyester unit has a capacity to produce 30,000 metric tonnes of fibre. The unit is now in full operation. The fibres are expected to be converted into yarn in the spinning mills and later to be blended with a number of cellulosic products. The handloom and the powerloom sectors of the state will have the needed raw materials for commercial production of cloth. In order to utilize the total production of fibre 25,000 powerlooms would be needed. Moreover there is another petrochemicals industry in Namrup(upper Assam) named as Assam Petrochemicals Limited.

The Refining of Oil :

Crude oil is made up of several different kinds of liquids or fractions. The refining oil is based on the principle of fractional distillation which makes use of the fact that these different liquids have different boiling points. The fractionating column is a steel cylinder rising vertically and is divided into sector by a number of perforated plates called trays. They have a short pipe covered with a bubble-cap rising from them. The crude oil is first heated by a furnace and then passed into the lower part of the fractionating column. By now, most of the fractions in the oil are already boiling, so they vaporise and rise up the column through the holes in the trays, losing heat as they rise (Figure - 1.3).

When each fraction reaches the tray where the temperature is just below its own boiling point, it condenses and changes back into liquid. When this happens, the different fractions are gradually separated from each other and are drawn off by pipes. A residue of asphalt and tar sinks to the bottom of the column, from where it is tapped off.

Figure - 1.3



After distillation, the fractions may either directly form finished products or may be further refined in secondary processes like catalytic cracking, coking, visbreaking, hydro-desulphurisation and solvent refining, to produce the various, desired finished products.

Oil products and their uses :

As crude oil consists of a very large number of hydrocarbons-chemical compounds of hydrogen and carbon. Different combinations of hydrogen and carbon produce various oil products like petrol, kerosene and naphtha.

Earlier, petroleum was only used for heating and burning. With the invention of the internal combustion engine, however, petroleum became the major power source for the automotive industry and, later on, for the development of petrochemicals and fertilizers.

Now, the cars we travel in, the planes we fly in and the ships we sail in, are all run with oil products like petrol, aviation fuel and diesel oil.

Kerosene, gas, oil and fuel oil are still widely used as heating or illumination oils in factories, hospitals, hotels, offices, schools and homes. Kerosene and petroleum gas are also used for cooking. Lubricating oils and greases are used for making machinery run smoothly. While making lubricants, paraffin wax is extracted from the oil. This wax is used for making candles, food packages, bread wrappers, ice-cream cartons and many more products.

Oil has no waste products. Even the thick residue at the base of the fractionating column gives bitumen, which is used for laying roads, water-proofing and coating. Research is being carried out in the laboratories of major oil producing and consuming countries of the world, to discover if petroleum can serve mankind

further. Thus, we can say that the story of oil has no end. It is still unfolding itself and will go on for years to come.

OIL AND NATURAL GAS CORPORATION LIMITED (ONGC) :

The industry selected for our study is Oil and Natural Gas Corporation Limited (ONGC). This particular Oil Industry was chosen because it is one of the largest organisations and is one of the most profitable oil industries in Assam. ONGC is an industry under the crucial energy sector exclusively dedicated to exploration and production of hydrocarbon.

Late Keshav Dev Malaviya, after he became Minister for Natural Resources in 1955, announced publicly that oil exploration would be launched by government of India. A lot of criticisms were voiced to the effect that this was highly risky venture to play with taxpayers' money. However, Malaviya remained undaunted and started Oil and Natural Gas Directorate towards the end of 1955 with Dehradun as its headquarter. Mr A.M.N. Ghosh who was senior superintending Geologist in the Geological Survey of India was appointed as Director. The Directorate began to function with a nucleus of a few Geoscientists and staff drawn from the Geological Survey of India. An aeromagnetic survey over 250,000 sq. kms. in the plains of Punjab and the Gangetic plains and another 45,000 sq.kms in Rajasthan, mostly desert area was arranged to be carried out by a Canadian team with an aid of about £400,000 provided by Canada under the Colombo plan. These magnetic surveys furnished the basic data to select suitable areas for more geophysical sustainable areas for more geophysical surveys. A team of Soviet experts toured some parts of India and suggested a plan for oil exploration. A few experts from West Germany and USA also visited India and advised regarding the exploration.

After considering all the reports of these foreign experts, it became evident that a bigger organization with corporate responsibility would be essential. So, the government established the Oil and Natural Gas Commission in August, 1956 with Mr. Keshav Dev Malaviya as the Chairman. Oil and Natural Gas Directorate was absorbed in the commission and Mr. AMN Ghosh was appointed as technical member of the commission.

Oil and Natural Gas Corporation Limited (then Oil and Natural Gas Commission) started exploratory surveys in Assam in the year 1957. After delineation of Desangmukh and Rudrasagar structure of Sibsagar district in 1958 by Geological and Geophysical Surveys, ONGC started exploratory drilling in 1959 at both the structures. First oil was struck at Rudrasagar in 1960, followed by Lakwa in 1964 and at Geleki in 1968. ONGC, Eastern Regional Business Centre(ERBC) is increasing its exploration in various parts of the Eastern Region and making all efforts to increase production from the existing fields.

The operational activities of ONGC Eastern Region covers one lakh sq.kms sedimentary tracks falling in the states of Assam, Meghalaya and Nagaland. ONGC has so far drilled about 1112 wells and produced nearly 47.74 MMT of oil and 9339 million cubic metre of natural gas. For operational efficiency it has adopted exploration, drilling, operation and technical services functioning as independent business groups with commercial approach supported by finance, administrative and materials management function under the overall administrative control of executive director.

The Regional Headquarters of Eastern Regional Business Centre(ERBC) is located at Nazira in the district of Sibsagar and its different projects are :

1. Assam Project - Control base at Nazira.
2. Dhansiri valley Project - Control base at Jorhat.
3. Cachar Project - Control base at Silchar.

In addition, there is central workshop at Sibsagar which caters to the maintenance and repairing of equipments used for drilling operation in this part of the country as well as elsewhere.

Presently ONGC is operating its five main trunk pipelines viz.,

- (i) Lakwa-Moran pipeline.
- (ii) Rudrasagar-Lakwa pipeline.
- (iii) Geleki-Dikhow junction.
- (iv) Geleki-Jorhat pipeline.
- (v) Borholla-Jorhat pipeline.

These pipelines transport crude oil to ONGC terminal at Moran and Jorhat for its onward pumping to Guwahati Refinery, Barauni Refinery and Bongaigaon Refinery and Petrochemicals Ltd. through the Oil India pipeline.

At present ONGC, Eastern Regional Business Centre(ERBC) has a total strength of manpower of about 10,500 employees directly employed. Out of which 96 per cent representation is given to the locals in class III and IV posts and 60 per cent in the officer cadre of class I and II is earmarked for the locals.

ONGC is also committed to the upliftment of quality of life of the people in and around its operational areas in the Eastern Region. ONGC gives assistance/support in the areas of education, health care and family welfare, community development, development of infrastructural facilities, sponsoring professional meets, conventions, seminars and so on.

The study is directly concerned with Oil and Natural Gas Corporation Limited(ONGCL) and a village named 'Lakwa Charingia Konwar gaon' situated near an oil field of ONGC in Sibsagar district. The Sibsagar district of Assam is selected for field study because of the fact that the Regional Headquarter of Eastern Regional Business Centre(ERBC) is located at Nazira in the district of Sibsagar.

A brief profile of Assam :

Before going to depict a picture about the area of the study, it is necessary to present a brief overview of the state of Assam as the Sibsagar district is within the state of Assam. In the following paragraphs a brief overview of the state of Assam in general, Nazira(the headquarter of Eastern Regional Business Centre) and Sibsagar district in particular is given.

The state of Assam is situated in the heart of the north-east corner of Indian sub-continent. It is located in between latitude 24°10' N to 27°58' N and longitude 89°49' E to 97°26' E. It is surrounded by Bhutan and Arunachal Pradesh on the north; Nagaland, Manipur and Arunachal Pradesh on the east; Meghalaya, Mizoram and Tripura on the south; and Bangladesh, Meghalaya and West Bengal on the west. Assam is connected with the rest of Indian union by a narrow corridor in West Bengal that runs for 56 kms below the foothills of Bhutan and Sikkim.

The state's climate is of humid type in the plains and sub-alpine in the hills. Rainfall in Assam is one of the highest in the world. It varies between 178 and 305 cm. All this rainfall is concentrated in four months, that is from - June to September. Average maximum temperature is 30°C (in summer) and 16°C (in winter)

The word Assam is derived from sanskrit word 'Asoma' meaning peerless. The land whose bewitching picture is conjured by name 'Assam' is in fact peerless, judged by her exquisite natural beauty, cultural richness and human wealth.

Known as 'Pragjyotisha' or the place of eastern astronomy in the earliest days and mentioned frequently in Indian scriptures, mythologies and poetical works as 'Kamrupa'. In later period, this eastern most state came to be known as 'Assam' after the mighty Ahoms took the administration of the land in 1228.

The first known mythological monarch of the land was Narakasura, a mighty and powerful king with Aryan influence bearing Dravidian blood. His successor, Bhagadatta, figured in the Mahabharata war leading a vast army against the Pandavas. Another king Banasura fought against Sri Krishna, when Banasura's daughter Usha was kidnapped by Anirudha, the grandson of Sri Krishna. In another occasion also, Sri Krishna fought against king Bhismaka of kundil in his bid to marry Bhismaka's daughter Rukmini.

Bhaskar Verma, who flourished in the seventh century was one of the greatest monarchs of eastern India. Other powerful dynasties ruling over Assam prior to the Ahoms were the Salastambhas, Palas, Varmans etc. A part of Assam including the present coochbehar was ruled by Koch rulers from the early part of 16th century to the early part of the 17th century.

Advent of the Ahoms across the eastern hills in 1228 A.D. was the turning point of Assam history. They ruled Assam nearly for six centuries(1228-1826). The Burmese entered through eastern borders and overrun the territory at a time when court intrigues and dissensions were sapping the vitality of the Ahom royalty. By the treaty of Yandabu in 1826 A.D., the Burmese ceded Assam to the East India Company. Since then Assam came under the British rule. But the British had no easy time governing the land as the people of Assam united to repel the foreigners. An exciting saga of martyrdom and sacrifice, this struggle for overthrowing the British yoke continued right up to the birth of our country an Independent Nation.

About 63 per cent of the state's working force are engaged in agriculture and allied activities. The Principal food crop is rice. Cash crops are jute, tea, cotton, oil seeds, sugarcane, potato, and various fruits, which are grown on a smaller scale. The state has a gross cropped area of about 35 lakhs hectare, more than 79 per cent accounting for foodgrain crops. Paddy alone covers about 26 lakh hectare. Area under forests cover 10,064 sq.km. Production of food grains during 1994-95 was estimated at 39.71 lakh tonnes.

Of the agricultural-based industries, tea occupies an important place. Tea gardens in the state occupy an area of about 2.30 lakh hectare. Assam has over 800 tea plantations and contributes 15.6 per cent of world's tea production and 55 per cent of the country's tea output.

Assam is the first state in the country where oil was truck in 1889 at Digboi. Petroleum and petroleum products amount to a large share of the country's total output of petroleum and natural gas. The state has three oil refineries, Digboi, Noonmati(Guwahati) and Bongaigaon and also the construction work has been completed at Numaligarh for the setting up of the 3 m tonnes capacity Numaligarh Refinery at a cost of Rupees 2350 crore. Besides a public sector fertilizer factory at Namrup, the other industries located in the state are sugar, jute, silk, paper, plywood manufacture, rice and oil milling. A polyster spinning mill has also been established at Kamrup district.

Assam holds a unique position in respect of mineral oil production. Other minerals found in the state are coal, limestone, refractory clay, dolomite and natural gas.

The cottage industries of Assam includes handloom, sericulture, manufacture of cane and bamboo articles, carpentry, smithy and manufacture of brass utensils. Assam is the largest producer in the world of the golden coloured 'Muga

Silk'. An export oriented handloom project has been established at Sualkuchi to exploit the export potentialities of Eri and Muga silk textiles.

A total of 4,69,001 hectre of irrigation potential have been created so far. Two major, five medium and 1,278 minor irrigation schemes have been completed.

Assam has an installed capacity of power generation of about 534.4 MW. The major power stations are Chandrapur Thermal Project, Lakwa Thermal Project, Namrup Thermal Project and a few Mobile Gas Turbine units alongwith 4x5 MW mini hydroelectric project. Nearly 95 per cent of the villages numbering 21,845 have been covered under rural electrification upto 1995.

Some of the other miscellaneous facts regarding the state of Assam are that the total area of Assam is 78,438 sq km with a total population of 2,24,14,322 as per 1991 census. Out of that population, 1,16,57,989 are males and 1,07,56,333 are females. The urban population of Assam is 11 per cent, that is, 24,87,795 and rural population is 89 per cent which numbers 1,99,26,527. As many as 7.4 per cent (16,59,412) of the population are scheduled caste and 12.8 per cent (28,74,441) of them are scheduled tribe according to 1991 census. The literacy rate of Assam is 53.42 per cent where the literacy rate of male is 62.34 per cent and in case of female it is 43.70 per cent.

Sibsagar :

Bathed in the scenic splendour of nature, **Sibsagar**, the modern name of an ancient town, now throbs with the activities of full-fledged industrial town. Nevertheless, the district can still conjure up images of historic wonder and obtained its pinnacle during the reign of Ahom kings. This is the place from which the Ahoms ruled the whole province of Assam from 1228 to 1826.

Presently, Sibsagar presents the unique spectacle of industrial transformation of a silent town in the backdrop of relics of bygone days. Situated at a distance of 350 kilometers from Guwahati, Sibsagar (earlier known as Rongpur) was the capital of the Ahom kingdom since 1699 to 1788. The town, dedicated to Lord Siva - its name literally meaning the ocean of Siva - is strewn with tell-tale ruins of a powerful empire.

The ONGC which started its operation in exploration and production of hydrocarbon in this region since the late fifties has accelerated the pace of industrial development to such an extent that Sibsagar is no longer remains a silent town having only its rich glory and heritage of number of historical monuments of rare historical and archaeological significance of Ahom kings. The prevailing milieu of industrial development have coalesced into a harmonious blend carrying the unique message that our future is built not through clash of the past and the present but through the harmonious reconciliation between the best of our past and the present. If ONGC has given the dimension of material development and prosperity, the past glory and heritage with which Sibsagar is associated had given the dimension of spiritual and cultural richness.

Nazira :

Nazira the headquarter of Eastern regional Business Centre is located in the district of Sibsagar on a sharp bend of river Dikhow, close to the place of low forest-clad of Naga foot-hills which meet the verdant plains of upper Assam. Once, Head office of British Company known as Assam Tea Company, is now throbbing with full swing oil activities and taking strides in changing the socio-economic scenario of the area. ONGC, with its expansion of activities in this region, has maintained rare harmony of growth preserving natural beauty and culture of the small township.

The Oil and Natural Gas Corporation Limited(ONGC) in Sibsagar district of Assam includes the Assam project which control base is at Nazira. The Regional Headquarter of Eastern Regional Business Centre(ERBC) is also located at Nazira in the district of Sibsagar. The village selected to study the impact of the oil industry is called 'Lakwa Charingia Konwar gaon' under the Khaluwa block in Sibsagar district of Assam. It is located just opposite of Lakwa ONGC colony which is 20 km away from Nazira, the ONGC's headquarter of Eastern Region and it is 35 km away from Sibsagar town in Sibsagar district of Assam. The village has 176 households with a total population of 1232 persons of which 587 are males and 645 are females.

Review of the Literature :

Sociological studies of industrial organizations is an important aspect of industrial sociology. The sociologist is interested in studying the internal structures of industrial units either in relation to each other or in relation to the social environments within which the units function. Such studies can be undertaken in the spirit of purely scientific inquiry on the lines taken by Gouldner(1954), Warner and Low(1947), Burns and Stalkar(1963) Sengupta (1987), Somashekharappa (1990) and so on. On the other hand, studies of industrial organizations may be based on the social scientist's acceptance of certain goals such as efficiency or productivity and thus assume the form of applied research, as in the case of Jaques(1951), Sofar(1961) Sabharwal (1988) and others. Similarly, Sharma (2000) pointed out that the organisation that enjoy enduring success have shown that the business strategy and practices must keep adapting to the changing world.

There are also academic studies of industrial organizations as whole units. Sheth(1968), Baviskar(1969) and Unwala(1958) have analyzed the structures

of relationship among people working in a factory in relation to the social and cultural framework within which they live. On the other hand Ramaswamy's book (1983) focused the inter-relationship between work, union and community. Bhowmik (1981) studied the phenomenon of class formation in the plantation system. Other studies have been made of certain specific aspects of work in industrial organization, such as morale, motivation, communication, incentives, absenteeism. Although most of these studies have been undertaken with a view to analyzing problems of efficiency or productivity, they provide valuable insights into the sociology of industrial organisations. The most well-known, among these researches is Rice's study (1959) of work organization in a textile mill in Ahmedabad. Rice showed that a work-group could be geared to higher productivity if its internal structure is socially and psychologically acceptable to the members. Some fundamental questions have raised about the validity of Rice's findings by Roy(1969) but Rice's main contribution lies in the use of the concept of a production unit as a socio-technical system and this concept was subsequently used (directly or indirectly) by some others researchers like Chowdhry and her colleagues(1952, 1955, 1957), Dayal(1957), Vaid(1967) and so on.

Numerous studies deal with the relevance of employees' motivation and morale to their productivity. The influence of demographic factors social background, working conditions, unions, technology, on workers' motivation or adjustment to work has been studied by Lambert(1960), Bali (1967), Ganguli (1957,1955, 1954), Sharma(1968), Vaid (1967) Kester(1968) and Sharma (1987). Lambert (1960) and Sharma(1969) point out the significance of technology, age and education, for understanding workers motivation. Kester(1968) shows that age and education are the only important factors influencing motivation. Akhtar et.al.(1967) attempt to relate workers' job-satisfaction to important factors such as

management structures and managerial styles. Sharma and Kaur (2000) deals with only one dimension of work motivation, namely, job satisfaction which is by far the most widely used indicator of work motivation. Similarly Koa (1994) says that even if an organisation wishes to remain 'domestic', there is increasing pressure on it to inculcate global perspectives and values among its employees. On the other hand Sinha (2001) takes the position that there is a triangular interdependence among the conceptualisation of organisations, the nature of effective leadership and the measures of organisational development - all three of them are jointly influenced by changing emphasis on cultural imperatives, market conditions, and global forces.

Behavioural phenomenon such as absenteeism among workers has engaged the attention of several social scientists(Avshesh : 1965, Jayaraman:1958, Vaid:1967, Sharma : 1970, Desai : 1966, Ahmad and Saiyadain : 2000). These scholars have tried to study the degree of absenteeism in relation to social and cultural factors, working conditions, age, health, skill and so on. Vaid(1967) classified the concept of absenteeism and suggested a four-fold typology of absentees on the basis of social and personality attributes of workers. Whereas Ahmad and Saiyadain (2000), while identifying factors that contribute to absenteeism examined three clusters of factors dealing with individual, environment and work.

Similarly, some interesting studies are available on the role of incentives(Basu : 1966, Chowdhry and Trivedi : 1952, Nanda :1967, Pathak : 1069, Sheth : 1067). The moral implicit in most of these studies is that the workers' acceptance of incentive schemes depends on the ability of such schemes to meet workers' social as well as economic needs. Also, the introduction of an incentive scheme brings about structural and cultural changes in the organizations. So does the introduction of new technology or of new management structures. These are all illustrations of social change within organizations. Such changes are likely to result

in tension and conflict in the man-man relationship and as well as in the man-work relationship within the organization. Rice(1959) and the studies by Chowdhry and Trivedi(1952) have handled this aspect of industrial sociology. On the other hand, Virmani's book (2000) discussed various Human Resource management issues such as alignment of corporate strategic goals with HRD and training, technical training and workers education, technological change and transfer of technology, collective bargaining and the changing industrial relations scenerio.

Some studies on the other hand reflect different aspect of industrial sociology such as conflicting worlds of working mothers, gender aspects like sexual equality, forms of production and women's labour. Notable among these studies are Jain (1987), Baud (1992) and so on. Jain (1987) in her study has dealt with the 'nature of gender relations' focussing particular attention on the problems, privileges and future propects of women workers in the Nimari tea plantation in Assam.

There have been a few attempts to analyse specific roles in industry, especially the role of the supervisor. Amin(1963), Desai(1960), Ganguli, Goswami and Ghosh(1967, 1957) and Sheth(1969) have studied the perceptions or expectations of the supervisory jobs by supervisors themselves and by others. They have pointed out the discrepancies between role-expectations by various groups as well as between role-expectations and actual practices. Gross and his associates' (1958) studies of specific role-structures and role-conflicts have contributed to sociological theory and methodology. Garg et. al (1993) have studied some young managers having MBA degree in terms of their role, identity and their life space in social as well as work organisations in Indian society. Mohan et. al (2001) tried to analyse some factors which could help managers to overcome obsolescence. It was found that the desire for personal accomplishment and job ivolvement were two of the factors which help to overcome professional obsolescence.

Many writings on industrial relations assume the form of general discussions and projections on how to improve industrial relations and productivity. The relations between managements and trade unions are largely regulated by the government through legislation or voluntary constraints mutually accepted by the parties. Hence, the large part of discussion on industrial relations is focused on the governments' labour policy. While some studies analyze the role adopted by the government in a historical-political-economic context, others point out the adverse effect of government interference on the discretion and initiative of both managements and unions.

Some studies on the other hand, analyze the existing institutions such as the grievance procedure (Goyal : 1959) and the tripartite consultative machinery of the government (Mathur and Sheth : 1969). A few studies, however, provide significant sociological insights into the industrial relations systems in the country. Meyer's book (1958) is based on a large number of interviews with managers, union leaders and government officers. Kennedy (1967) met a cross-section of people in all the groups, and subsequently analysed and evaluated the government labour policies in India in the context of the environment of labour management relations. Similarly, Ratnam and Sinha (2000) in their study provide diverse perspectives on trade union challenges at the dawn of twenty first century.

Several scholars have studied the structure of industrial relations in individual industries such as, Jain's study of the public sector (1960), the studies by Johri, Gavin and Agarwal in the Ports and Docks(1968) and the study in the building industry by Johri and Pandey(1964). Most of these studies are socio-economic surveys.

A large number of social scientists regard free collective bargaining between labour and management as the best and organizationally the most viable

basis of industrial relations. Notable among these scholars are Sur(1965), Krishna Pillai(1964), Pandit(1958), Subha Rao(1961). On the other hand, De(1969) has recently argued that collective bargaining is likely to prove dysfunctional to labour-management cooperation and understanding in the Indian background.

There are several studies of the various forms of labour-management cooperation in industry, Rudrabasavaraj(1967) and Mehrotra(1967) have discussed the value of the suggestions scheme for industrial efficiency. Ramaswamy's book (2000) strives to capture the shifting trends in the theoretical understanding of labour relations and human resource management. Sharma (1993) emphasised managerial unionism is an inevitable outcome of advanced industrialisation which creates large bureaucratic organisations. However, the main institutionalized and controversial form of labour participation in management is the Joint Management Council(JMC) recommended by the tripartite consultative machinery and accepted by representatives of both employers and workers. Some studies(Mhetras:1966) regard the JMC as reasonably successful while other have an ambivalent opinion on it (Das:1964). A series of case studies done by Sheth et.al(1967) have however concluded that the JMCs, as such, hardly function in industry.

The sociological studies of conflict are extremely important, but, a period of conflict makes managers and workers more disagreeable to research than they are during the normal period. Studies of conflict are therefore among the most difficult. However, several studies of strikes are available in India. These include strikes in different areas and industries, such as government employees' strike (Choudhury :1969), Bombay textile mills strike(Joshi : 1966), The Tata Steel strike (Kannappan : 1959), plantations strike(Mukhopadhyaya : 1946). Strikes have been found to be related to different factors such as wages(Devasagayam :1951, Kumar:1964), union rivalry and union attitude to management (Mohan Das :1967).

The most comprehensive studies of industrial conflict have however been by De and Srivastava(1958) and by Dayal, Srivastava and Alfred(1969). These authors have related the strike and gheraos to the organizational factors as well as the economic and political factors in the external environment.

Also, there are numerous studies of social change and socio-economic studies of industrial towns such as Jamshedpur(1959) and Chittaranjan(1964) in India which dealt with the social consequences of industrialization. Bhagat and Dixit (2000) examined the impact on workers of Supreme Court judgement of 8th July, 1996 regarding closure/relocation of hazardous units in Delhi. Nichoff(1959), Neale(1956) and Ovens(1958) believed that as industrialization grows in a society like value-patterns will change in the direction of the western modes of social life and thought. Sachchidananda and Mandal (1994) have thrown light on impact of industrialisation on tribal life of Bihar. The volume is based on a study of those sections of the tribals which suffer from economic insecurity and who are engaged in industries at Jamshedpur and Hatia as unskilled or semi-skilled workers. Haredia (1986) pointed out that transition from pre-industrial to industrial society seem to admit of equifinality and the end product is modernity which is multidimensional.

Scope, Significance and Objectives of the study :

Industry is an area which is concerned of all the social scientists. It has elicited the interest of the economists, sociologists, psychologists, management scientists, historians, industrial relations specialists and social workers. For the last fifty years or so sociologist in India have been discussing the following list of questions regarding industrial workers :

(1) Social background of industrial workers- How do industrial workers compare with the rest of the Indian population in terms of their demographic characteristics, educational achievements, their position in the social and economic hierarchy etc ? What is the extent of their association with the rural-agricultural nexus of the Indian society ?

(2) Recruitment and commitment- what factors draw the workers into industrial jobs? How are they recruited to specific organizations and jobs ? To what extent are they committed to industrial jobs? What choices are open to them while they work in current jobs ?

(3) Attitude towards work - Why does the worker work ? What kind of need satisfactions does he/she look for ? To what extent does he/she accept the demands placed on him/her by modern technology and industrial organization ?

(4) Social consequences of industrial work - What are the life chances and aspirations of industrial workers vis-a-vis other sections of the society ? How are workers differentiated among themselves ? To what extent do they constitute a distinct interest-group or class in the society ? What is the nature and extent of their involvement in trade unions ? What role do they perceive for themselves in achievement of the goals of a modern industrial society committed to economic growth and social equality ?

The present study is one more attempt to study the industry of Oil and Natural Gas corporation Limited in Assam at the micro-level through intensive field work. Such study on the social structure of the organization, worker-management relationship and interaction between the industry and its neighbourhood is the first of

its kind in Assam as well as in the north eastern region of the country. It depicts ways of living and thinking in and around the industrial township of Sibsagar(Assam) which is situated almost 350 kilometers from Guwahati. In a sense, this study attempts to throw light on sociology of industrial organization, sociology of industrial relations and some effects of industrialization.

India is endeavouring to become a modern industrialized society. It is envisaged that industrialization would ensure a richer life for the people and provide a means that would transform the traditional society based on particularistic and ascriptive criteria to one based on universalistic and achievement standards. The country has made several strides in this direction. The process of change has touched new areas and brought into its fold people alien to an industrial culture. Who are the people that are drawn into this process ? What is their social background ? How significant is their socio-personal background in their adaptation to the new environment ? What is the social structure of the organization ? How is their worker-management relationship ? What are the effects of industrialism on their traditional values and standards ? These are the questions with which those interested in industrialization-policy-makers, managers, administrator and academicians should be concerned. In this study of an oil industry, that is, Oil and Natural Gas Corporation Limited in Assam, the researcher undertakes to answer some of these questions.

The main objectives of the study are :

- (1) To make a study of the organizational structure of the ONGC industry.
- (2) To study the interaction between the industry(ONGC) and its neighbourhood

Methodology :

Oil and Natural Gas Corporation Limited (ONGC) industry was chosen for the present study because it is one of the largest and oldest organisations and is one of the most profitable oil industries in Assam. On the other hand the village 'Lakwa Charingia Konwar gaon' was selected for study on two grounds. In the first place, its nearness to the ONGC's Lakwa colony and secondly, the village contained eleven numbers of drilled wells of ONGC which are very important for studying its impact on the village.

First of all a survey was made in order to tap information regarding the organization structure of Oil and Natural Gas Corporation Limited and its trade unions and about the mentioned village. Then a list was made which composed of different types of workers and managers in different departments of Assam project of Eastern Regional Business Centre (ERBC). Finally, it was decided to interview some workers and some managers of different departments of Eastern Regional Business Centre(ERBC) of Assam project.

For operational definition, we consider all the employees of ONGC, ERBC(Assam Project) whose scale of pay is below Rs.4500-7150 during 1.1.1992 to 31.12.1996 and those of them who are not in E-O level as 'workers' and those employees whose scale of pay is Rs.4500-7150 and above and those who are placed in executive level as 'managers'.

The respondents of the present study are of four types - the workers, the managers, the villagers and a few prominent citizens. Fifty(50) employees of the management cadre, that is, 'managers' out of total 3176 managers of Upper Assam project and 150 workers including blue collar as well as white collar out of 4577 workers of upper Assam project were chosen as respondents from the ONGC

organization. Thus in case of managers it is 1.57 per cent representation of the total managers of upper Assam project and in case of workers the sample consists of 3.28 per cent representation of the workers of upper Assam Project. These respondents were chosen by the method of purposive sampling. We also tried to give representations of different strata of the employees while doing purposive sampling method. Table-1.1 shows department-wise selection of 'workers' and 'managers' of the ONGC organization :

Table - 1.1

Department-wise Selection of Respondents.

Sl.No.	Department	Workers		Managers	
		Nos.	%	Nos.	%
1.	Exploration Business group	17	11.33	8	16
2.	Operation Business group	59	39.33	7	14
3.	Technical Business group	26	17.33	5	10
4.	Drilling Business group	21	14	4	8
5.	Support Services group	27	18	26	52
	Total	150	100	50	100

Also table-1.2(a) and table-1.2(b) will indicate the designations of 'workers' and 'managers' who were selected as respondents of the study.

Table - 1.2(a)

Designation of the Worker - respondents

Sl No	Designation	Workers	
		Nos	%
1	W-I (Rs 2282/-) Jr Attendant/Jr Helper/ Jr Khalasi/Jr Dresser etc	4	2 67
2	W-II (Rs 2340/-) Attendant Gd III/ Helper Gd III/Khalasi Gd -III/Dresser Gd -III etc	2	1 33
3	W-III (Rs 2370/-) Attendant Gd II/ Helper Gd II/Khalasi Gd -II/Dresser Gd -II etc	13	8 67
4	W-IV (Rs 2472/-) Attendant Gd I/ Helper Gd I/Khalasi Gd -I/Dresser Gd -I etc	6	4
5	W-V (Rs 2532/-) Sr Attendant Gd II/ Sr Helper Gd II/Khalasi Gd -II/Dresser Gd -II/ Sr etc	4	2 67
6	W-VI (Rs 2718/-) Sr Attendant Gd I/ Sr Helper Gd I/ Sr Khalasi Gd -I/Sr Dresser Gd -I etc	2	1 33
7	W-VII (Rs 4280/-)Head Attendant/ Head Helper/Head Khalasi /Head Dresser etc	8	5 33
8	A-I (Rs 2370/-)Jr Asstt Tech(Elect) etc	9	6
9	A-II (Rs 2472/-) Asstt Tech(Elect) / Asstt Rigman(Drilling) etc	6	4
10	A-III (Rs 2532/-)Jr Tech(Elect)/Rigman (Drilling) etc	39	26
11	A-IV (Rs 2718/-)Chargeman(Elect)/ Topman (Drilling) etc	7	4 67
12	Top of class III(Rs 2802/)Jr Engineer(Elect)/ Jr Engineer(Drilling) etc	6	4
13	S-I (Rs 4280/-) Asstt Foreman(Elect)/Asstt Forman(Drilling) etc	3	2
14	S-II (Rs 4750/-) Foreman(Elect)/Foreman (Drilling) etc	17	11 33
15	S-III (Rs 5700/-) Sr Foreman(Elect)/ Sr Foreman(Drilling) etc	14	9 33
16	S-IV (Rs 6650/-) Chief Foreman(Elect)/ Chief Foreman(Drilling) etc	11	6 67
Total		150	100

Table - 1.2(b)

Designation of the Manager - respondents

Sl.No.	Designation	Managers	
		Nos.	%
1.	Regional Director(RD)	1	2
2.	Group General Manager(GGM)	1	2
3.	General Manager(GM)	4	8
4.	Personnel & administrative(P & A) Officer	19	38
5.	Engineers	15	30
6.	Doctors	1	2
7.	Chemists	2	4
8.	Geologist	2	4
9.	Geophysicist	2	4
10.	Security Officer	1	2
11.	Fire Officer	1	2
12.	Finance & Accounts(F&A) Officer	1	2
Total		50	100

In addition to 'workers' and 'managers' as the respondents of the study, 100 households out of 176 households of a village named 'Lakwa Charingia Konwar gaon', situated near ONGC's Lakwa colony were chosen to study the interaction between the industry(ONGC) and the people of the surrounding region. It may be noted that, usually the heads of the households were chosen as the respondents. Moreover, a few prominent citizens of the area near the ONGC, Assam

project are also chosen as respondents. The respondents of last two categories, that is, 'villagers' and 25 numbers of 'prominent citizens' were chosen by purposive sampling method.

A set of seven schedules(after pre-testing) were administered for collecting data. The first, the second and the third schedules were designed to tap information regarding the organization of ONGC and its trade unions and about the village 'Lakwa Charingia Konwar gaon'. These schedules were manual schedules. On the other hand four printed schedules were administered to the respondents which includes 'workers', 'managers', 'villagers' and 'a few prominent citizens'.

The study is based mainly on the data collected both from the primary and secondary sources. The primary data are gathered through survey, interview method and observation. The secondary data were based on books, journals, official documents, magazines, newspapers and other published materials. We have tried to analyse the data collected from our respondents in such a way that the general picture of the ONGC industry in Sibsagar district of Assam is brought out.

Due to limited time given for the collection of data, for our study we have taken 325 number of respondents who live in the district of Sibsagar. They were interviewed during June 1999 to December 1999.

During the field-work, we also faced some problems. Firstly to get the permission letter for conducting the research work in ONGC organization took 18 months. In the process of data collection, we also come across certain problems. Many of the respondents were reluctant to answer some of the questions asked in the interview schedule which they thought that it is 'too personal' and it cannot be disclosed to others. Some of them were reluctant, specially the 'managers', to reply to the questions because of their busy schedules. Sometimes the researcher had to

go to the same manager for several times to canvass the schedule and it was a bitter experience for the researcher.

Another kind of serious problem we faced in the study is that we failed to get the statistical data of last five years or more regarding different aspects in different tables we produced. It is mainly due to the limited time that the ONGC's officials have allotted to us to conduct the present research in their premises.

Some of the respondents of the study, including the managers, workers, villagers and prominent citizens, believe that we are related with Government's/ONGC's inspection purpose. But when we specifically told them that it was purely for academic purpose, their misconception regarding our visit was removed. As a whole it was a novel experience both to them and to us.

Chapter Scheme :

This thesis comprises six chapters. The chapter one - introduction, discussed various academic and methodological aspects besides giving a short history of ONGC. The second chapter is about social background of the respondents. The third chapter deals with the social structure of the organization and fourth chapter is about the worker-management relationship. The fifth chapter highlights the interaction between the industry and its neighbourhood. The last chapter gives a summary of the significant findings of this research.

CHAPTER - II

**SOCIAL BACKGROUND OF
THE RESPONDENTS**

CHAPTER - II

Social Background of the Respondents

Efficient management of employees is one of the most important factors that decide the success of an organization. The human factor assumes greater significance in an industry where the operations demand the adoption of varying combinations of men and machinery depending upon the nature and the quantum. Much is therefore expected from the employees and their efficient management becomes all the more important for the successful running of the industry. Since the efficiency of employees and their attitudes to work are considerably influenced by such factors as sex, education, age, marital status and so on, it is necessary to have an understanding of these important aspects.

The subject matter of Industrial Sociology deals with some of the social aspects of the behaviour of people who, within industrial societies, are engaged in making, transporting, and distributing goods and providing some types of services. Industrial Sociology in words of Moore (1951:3) “attempts a systematic dissection and analysis of the industrial system as a social organization and of the industrial way of life”.

In this study, besides the social background of industrial employees, that is, the managers and the workers, we have also taken into account the social background of some villagers residing near an ONGC oil field of Sibsagar district along with the social background of a few prominent citizens of Sibsagar district. All these additional respondents were taken into consideration because it helps to understand the industrial system. Sheth(1968:67) has emphasized this point by saying that “The people of oriental, apart from being employees in the factory, were members of different social groups in the outside world”.

Family Composition :

The basic element of social organization in India, whether rural or urban, is still the family. Goode (1989:3) points out that “Families are not isolated, self-enclosed social system; and the other institutions of society, such as the military, the church, or the school system, continually rediscover that they are not dealing with individuals, but with members of families. Even in the most industrialised and urban societies, where it is sometimes supposed that people lead rootless and anonymous lives, most people are in continual interaction with other family member”.

Smelser(1991:245-246) defines a family “as a group of people related by blood, marriage, or adoption who form an economic unit, are responsible for the care of children, and often live in the same household”. The word ‘household’ in this definition also have a definite meaning of its own. According to Marshall(1994:223) ‘household’ means “A group of persons sharing a home or living space, who aggregate and share their incomes, as evidenced by the fact that they regularly take meals together”. Marshall further states that most households consist of one person living alone, a nuclear family, an extended family, or a group of unrelated people. Table-2.1 shows the household composition of the respondents studied :

Table - 2.1

Household composition of the Respondents

Sl. No.	Household composition	'A' Managers		'B' Workers		'C' Villagers		'D' Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Unmarried	3	6	2	1.33	-	-	-	-	5	1.54
2.	Husband and wife(without children)	2	4	3	2	5	5	-	-	10	3.08

(Contd.....)

(Contd.....Table-2.1)

Sl. No.	Household composition	'A' Managers		'B' Workers		'C' Villagers		'D' Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
3.	Husband wife and children.	38	76	74	49.33	19	19	17	68	148	45.54
4.	Husband, wife, children and parent.	5	10	36	24	32	32	3	12	76	23.28
5.	Husband, wife, children, parent & other relatives	2	4	35	23.33	44	44	5	20	86	26.46
Total		50	100	150	100	100	100	25	100	325	100

Of the 325 respondents, 5(1.54%) were unmarried, 10(3.08%) of them lived in **Sibsagar** with their wives without having children, 148(45.54%) of them resided with their wives and children, 76(23.38%) of them lived with their parents and 86(26.46%) of the respondents lived with their sibling and other relatives.

From table 2.1, it is clear that the highest number of respondent lived with their wives and children, that is, in nuclear families. Table-2.1 shows further that the highest number of respondents who lived with their wives and children were from manager category which is 38(76%) out of the 50 managers interviewed. On the other hand, only 74(49.33%) workers resided with their wives and children. It is also observed that the villagers category have highest number of respondents who lived with their parents including siblings and other kin. Thus it shows that industrial employeres prefer nuclear families.

Table - 2.2

Family size of the Respondents

Sl. No.	Size	'A' Managers		'B' Workers		'C' Villagers		'D' Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	1 - 3	7	14	3	2	2	2	5	20	17	5.23
2.	4 - 6	36	72	73	48.67	22	22	12	48	143	44
3.	7 - 9	7	14	36	24	32	32	6	24	81	24.92
4.	10 - 12	-	-	28	18.67	14	14	2	8	44	13.54
5.	13 - 15	-	-	10	6.67	17	17	-	-	27	8.31
6.	16 - 18	-	-	-	-	9	9	-	-	9	2.77
7.	19 - 21	-	-	-	-	4	4	-	-	4	1.23
Total		50	100	150	100	100	100	25	100	325	100

Table-2.2 shows that in the 17(5.23%) respondents' families, the size of the family was in between 1-3, in 143 (44%) the size was in between 4-6 which holds the highest number of families among all size, 81(24.92%) was in between 7-9, 44(13.54%) was in between 10-12, 27(8.31%) was in between 13-15, 9(2.77%) was in between 16-18 and only 4 that is 1.23 per cent was in between 19-21 which all belong's to villagers category. This size also holds the lowest number of families among the different sizes.

In these respondents' families of Sibsagar district, there was not a single family among the managers category whose size was above 9 members. On the other hand, we also found that there was not a single family among the workers category whose size was above 15 members. In prominent citizens category there was also not a single family whose size was above 12 members. In the villagers category

we found families which belong to each and every size, that is, 1-3, 4-6, 7-9, 10-12, 13-15, 16-18 and 19-21 which shows that the traditional village residents still have large families as compared to industrial employees.

In words of Smelser(1991:249) “The nuclear family consists of adult parents and their dependent children”. On the other hand Smelser(Ibid:249) states that “The extended family, by contrast, includes the nuclear family and many of its relatives, such as grand parents, grandchildren, uncles, aunts, and cousins”. In the same way, Gore(1968:4-5) point out that ideally, the joint family consists of man and his wife and their adult sons, their wives and children, and younger children of paternal couple. Table-2.3 shows the type of family of the respondents

Table - 2.3

Type of family of the Respondents

Sl. No.	Type	'A' Managers		'B' Workers		'C' Villagers		'D' Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Nuclear Family.	43	86	76	50.67	24	24	17	68	160	49.23
2.	Joint Family.	7	14	74	49.33	76	76	8	32	165	50.77
Total		50	100	150	100	100	100	25	100	325	100

Table-2.3 shows that 160(49.23%) respondents live in nuclear families and the rest 50.77 per cent live in joint families. The table also reflects that 43 numbers, that is, 86 per cent of the families of managers category were nuclear families which is highest among all the four categories. On the other hand highest number of joint family fall under the villagers category which is 76 numbers, that is, 76 per cent of the entire villagers' sample.

Sex :

Sex is an important component of social background of an individual. It is used for the elaboration of the biological division of function between male and female into two major statuses upon which behaviour gets differentiated in all societies. Table-2.4 shows the sex of the respondents :

Table - 2.4
Sex of the Respondents

Sl. No.	Respondents	Sex				Total	
		Male		Female			
		Nos..	%	Nos.	%	Nos.	%
1.	Managers	42	84	8	16	50	100
2.	Workers	150	100	-	-	150	100
3.	Villagers	73	73	27	27	100	100
4.	Prominent citizens	20	80	5	20	25	100
Total		285		40		325	

Regarding the sex of the respondents, our data show that only 40 numbers, that is, 12.31 per cent of the total respondents are female and they are from managers, villagers and prominent citizens categories. As many as 8 numbers, that is 16 per cent of the entire managers category were female, 27 (27%) were in villagers category and of 5(20%) were in prominent citizens category. In workers category there was not a single female in the sample. The majority of the respondents were male which consists of 285 numbers, that is, 87.69 per cent of the total respondents.

The whole data of this table-2.4 depict a fascinating picture relating to occupation and sexual division. Women's occupational disadvantages is very well seen in case of workers category. The main burden of domestic labour falls on women, they will be constrained in their occupational choice and they were influenced by the prevailing belief that a woman's place is in the home and will act accordingly. Also, women are themselves socialized to believe that they are better suited to being housewives than seeking equality with men in employment. It was also a fact that oil drilling work is not suited for women.

The reasons of including 27 numbers of female respondents in villagers category and 5 numbers in prominent citizens category in our sample survey was that in those villagers' households no adult male person was available during the interview and in case of prominent citizens, the researcher himself is interested to know the views of certain prominent female citizens of the locality.

Age :

Age defines social status, permitted roles and activities of individuals in a certain age group. Transitions from one age group to the next are often accompanied by social events with rites of passage marking the change of social status and role. Therefore, Borthakur(1994:37) states that "Age is also an important components of social background of an individual. Thoughts and ideas of individuals are determined, to a large extent, by age".

Table-2.5 reflects that the highest group of respondents, that is, 20.92 per cent belonged to the age group of 48-52 years. The second highest number of respondents belonged to the age group of 33-37 years and the lowest number of respondents belonged to the age group of below 18 years which is only 0.62 per cent of the total respondents.

Table - 2.5

Age Distribution of the Respondents

Sl. No.	Age Group in years	Managers		Workers		Villagers		Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Below 18	-	-	-	-	2	2	-	-	2	0.62
2.	18 - 22	-	-	5	3.33	1	1	-	-	6	1.85
3.	23 - 27	2	4	12	8	4	4	-	-	18	5.54
4.	28 - 32	3	6	24	16	2	2	-	-	29	8.92
5.	33 - 37	5	10	42	28	13	13	5	20	65	20
6.	38 - 42	3	6	18	12	9	9	7	28	37	11.38
7.	43 - 47	4	8	28	18.67	12	12	3	12	47	14.46
8.	48 - 52	12	24	16	10.67	32	32	8	32	68	20.92
9.	Over 52	21	42	5	3.33	25	25	2	8	53	16.31
Total		50	100	150	100	100	100	25	100	325	100

Education :

The study was focused on eight social categories, viz., managers, managers' father, managers' paternal grand father, workers, workers' father, workers' paternal grand father, villagers and a few prominent citizens. Table-2.6 and Table-2.7 show the level of education of the above mentioned categories.

Table-2.6 reveals that 4 per cent of the respondents are illiterate (all of them are villagers), 2.46 per cent of the respondents can read and write, 7.38 per cent of the respondents are pre-matric, 22.46 per cent of them are matriculates, 9.23 per cent of them are intermediate, 10.15 per cent of them are graduate, 9.23 per cent of them are post-graduate and above, 28.62 per cent of them are matriculate or intermediate with technical diploma and rest 6.46 per cent of the respondents are technical bachelor degree holders and above. The managers have the highest educational status including higher professional training. Among them, the minimum education is graduation. However there are also two people with doctoral degrees. The workers constitute a vast majority of employees who are educationally much lower in comparison to managers and as a matter of fact, they have lower status in the industry. All these data reveal that education influences human behaviour so that it fits into the prevailing patterns of social interaction and organization.

Table - 2.6

Educational level of the respondents

Sl. No.	Education	Managers		Workers		Villagers		Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Technical qualifications that includes bachelor degree and above	21	42	-	-	-	-	-	-	21	6.46
2.	Matric/Intermediate with technical diploma	-	-	93	62	-	-	-	-	93	28.62
3.	Post-graduate and above	18	36	-	-	-	-	12	48	30	9.23
4.	Graduate	11	22	2	1.33	7	7	13	52	33	10.15
5.	Intermediate	-	-	14	9.33	16	16	-	-	30	9.23
6.	Matric	-	-	31	20.67	42	42	-	-	73	22.46
7.	Pre-Matric	-	-	7	4.67	17	17	-	-	24	7.38
8.	Read and Write	-	-	3	2	5	5	-	-	8	2.46
9.	Illiterate	-	-	-	-	13	13	-	-	13	4
Total		50	100	150	100	100	100	25	100	325	100

Table - 2.7

Educational level of Respondents' fathers and paternal grand fathers

Sl. No.	Education	Managers'				Workers'			
		Father		Paternal grand father		Father		Paternal grand father	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Technical qualification that includes bachelor degree and above	7	14	-	-	-	-	-	-
2.	Matric/Intermediate with technical diploma	12	24	3	6	24	16	-	-
3.	Post graduate and above	9	18	-	-	-	-	-	-
4.	Graduate	11	22	17	34	-	-	-	-
5.	Intermediate	8	16	4	8	5	3.33	4	2.67
6.	Matric	3	6	24	48	21	14	8	5.33
7.	Pre-Matric	-	-	-	-	69	46	26	17.33
8.	Read and Write	-	-	-	-	14	9.33	51	34
9.	Illiterate	-	-	-	-	17	11.33	37	24.67
10.	Unknown	-	-	2	4	-	-	24	16
Total		50	100	50	100	150	100	150	100

Table-2.7 shows that most of the managers' fathers had education, 7(14%) out of 50 managers' fathers were technical bachelor degree holders and above, 9(18%) of the managers' fathers were post graduate and above, 11(22%) of them were graduate, 8(16%) of them were intermediate, 12(24%) of them were matriculate or intermediate with technical diploma and the rest 3(6%) of the managers' fathers were matriculate.

Table - 2.8
Occupation of the Respondents

Sl. No.	Occupation	Manager				Workers				Villagers				Prominent citizens				Total			
		Main		subsi- diary		Main		subsi- diary		Main		subsi- diary		Main		subsi- diary		Total Main		Total Subsidiary	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Service	50	100	-	-	150	100	-	-	12	12	-	-	6	24	-	-	218	67.08	-	-
2.	Business	-	-	-	-	-	-	8	5.33	23	23	31	31	10	40	-	-	33	10.15	39	36.45
3.	Agriculture	-	-	-	-	-	-	41	27.33	63	63	9	9	4	16	7	28	67	20.62	57	53.27
4.	Others	-	-	4	8	-	-	2	1.33	2	2	5	5	5	20	-	-	7	2.15	11	10.28
	Total	50	100			150	100			100	100			25	100			325	100	107	100

Similarly most of the managers' paternal grand fathers were educated which is very clear from the fact that 17(34%) of total 50 managers' paternal grand fathers were graduate. Only two of the managers' grand fathers occupation was unknown and not a single case of illiterate was noticed among them.

On the other hand, we did not find any graduate or post graduate among the workers fathers, or paternal grand fathers. Majority of the workers' fathers were pre- matric which is 46 per cent of the total workers' fathers and similarly the majority of the workers' paternal grand fathers were persons who can only read and write. As many as 24 cases regarding the educational level of workers' paternal grand fathers was unknown. The table-2.7 further shows that 17(11.33%) of the workers' fathers were illiterate and 37(24.67%) of the workers', paternal grand fathers were illiterate. As a matter of fact, the workers' educational background depicts also a lower standard relating to their fathers and paternal grand father's educational standard as compared to their managers counterpart.

Occupation :

Occupation denotes an economic role separate from household activity as a result of the growth of markets for labour. Such roles form part of a wider economic division of labour in an industrial enterprise, formal organization, or socio-economic structure. Table-2.8 shows the occupations of the respondents under study.

Occupation of the respondents as shown in the table-2.8 reveals that only 4(8%) of the total managers have subsidiary occupation under the heading "others" which include some extra curricular activities like writting, painting, private consultancy and architectural works. In workers category, besides the main occupation, 8(5.33%) of them were also doing certain business, 41(27.33%) of them were engaged in agricultural work as subsidiary occupation and two workers, that

is, 1.33 per cent were doing subsidiary work such as carpentry and fishing . Among the villagers, majority of them, that is, 63(63%) of the villagers main occupation was agriculture, 12 per cent of the villagers were ONGC employees and a majority of the villagers were also engaged in business as their subsidiary occupation which is 31(31%) of the total villagers. In prominent citizens category, the majority, that is, 10(40%) of them had business as their main occupation besides that 7(28%) of the prominent citizens had chosen agriculture as their subsidiary occupation.

Obtaining Employment in ONGC :

We had also taken the information from the workers about their formal or non formal channels for getting the present job. Table-2.9 shows the various channels, formal or informal, used by the workers for getting their employment.

Table - 2.9

Channels for obtaining ONGC employment

Sl. No.	'Channel' of getting the present job	workers	
		Nos.	%
1.	Employment Exchange	44	29.33
2.	Advertisement	59	39.33
3.	Personal Contact	7	4.67
4.	Through Union	21	14
5.	Through Influence (Relatives, Caste members, friends etc.)	19	12.67
	Total	150	100

The table-2.9 reveals that the majority, that is, 59(39.33%) of the workers got the present job through advertisement, another 44(29.33%) of them

got their job through employment exchange and rest of the workers had either got their job through personal contact, through union or through influence.

It was found that about 93(62%) of the workers had relatives, casteman, friends and neighbours, in the organization of ONGC, Sibsagar district before they joined their present job. This will be more clear from the table-2.10 :

Table - 2.10

Social links of workers in the organization

Sl.No	Nature of link	Workers	
		Nos.	%
1.	Near relatives	21	14
2.	Distant relatives	11	7.33
3.	Casteman	33	22
4.	Neighbour, friend	28	18.67
5.	No link	57	38
	Total	150	100

From the table-2.9, we came to know that 19(12.67%) of the workers of ONGC Sibsagar district had got their job through influence of relatives, caste members, friends and so on. Table2.11 shows the nature of link used to gain employment in the organization by the workers :

Table - 2.11**Social links used to gain employment in ONGC by the workers**

(19 = 100%)

Sl. No.	Nature of link	Workers	
		Nos.	%
1.	Near relative	7	36.84
2.	Distant relative	2	10.53
3.	Castemen	3	15.79
4.	Neighbour	4	21.05
5.	Friend	3	15.79
Total		19	100

Table-2.11 shows that 7(36.84%) of the workers had secured their job through near relatives, 2(10.53%) of them got through distant relatives, 3(15.67%) of them got through castemen, 4(21.05%) of them got through neighbours and the rest 3(15.67%) of the workers got their job through their friends. All these data indicate an important fact that near relatives, distant relatives, castemen, neighbours and friends are also taken as important social links used to obtain employment in ONGC.

Table-2.12 shows that majority of the managers' fathers occupation was service and which definitely gave motivation to their children to choose 'service' as their occupation. This fact is further highlighted by our data that even 12(24%) out of the total 50 of the managers' paternal grand fathers had service as their occupation. On the other hand, 82 per cent of the workers' fathers were farmers and 91.33 per cent of the workers' paternal grand father were also in the category of 'farming'. Thus most of the workers of ONGC had unfavourable family background for service occupation yet inter-generational occupational mobility was high among them.

Table - 2.12

Occupation of the Employees' fathers and paternal grand fathers

Sl. No.	Occupation	Managers				Workers				Total	
		Father		Paternal grand father		Father		Paternal grand father		Nos.	%
		Nos.	%	Nos.	%	Nos.	%	Nos.	%		
										Nos.	%
1.	Service	27	54	12	24	7	4.67	3	2	49	12.25
2.	Farming	9	18	31	62	123	82	137	91.33	300	75
3.	Labour	-	-	-	-	17	11.33	8	5.33	25	6.25
4.	Business	12	24	6	12	3	2	2	1.33	23	5.75
5.	Others	2	4	1	2	-	-	-	-	3	0.75
	Total	50	100	50	100	150	100	150	100	400	100

Economic Background :

According to Punekar and Savur(1969: 14) “In the process of historical development, money has acquired a tremendous value. To an economist, money would mainly imply a medium of exchange, whereby goods and services are paid for, debts and other contracts discharged. But to a sociologist, money has in the present monetary economy, to use Wesley Mitchel’s term, acquired overpowering psychological value, due to its purchasing power. The psychological values acquire exaggerated proportions when, within a limited circle, say an organization, there are glaring differences in the monetary conditions of the individuals or groups of individuals, but who are faced with the same inflationary conditions within the society. It is no wonder that George Simmel says that the entire basis of individual liberty is founded on money”.

This unit is therefore an attempt to find out in broad outlines, the income pattern of the workers and compare it with those of the managers. To appreciate the true significance of income, the economic status of the members of respondents’ families is also taken into consideration. The other sources of income for instance gains from subsidiary occupation rents or produce from landed property are also computed in case of workers. In case of managers, it is not computed because the managers of ONGC Sibsagar district have hardly any other source of income except their monthly salary. But for few managers who have subsidiary occupation did not indicate the amount they earned because they considered it as very personal matter. Moreover our data show that 46(92%) manager have neither time nor energy which would permit them to take up any extra gainful occupation.

The type of savings, kind of insurance policy and availability of loans of workers category are referred to in order to give a fuller picture of the standard

of the workers. The income pooled with the other adult earning members of the family, is taken into consideration and made the basis for computation so as to get a more accurate measurement of their standard of life. Table-2.13 shows the size of the dependents and earning members of respondents' families :

Table - 2.13

No. of dependents and No. of earners among the respondent families.

Sl.No.	Category	Economic Status				Total	
		Dependents		Earners		Nos.	%
		Nos.	%	Nos.	%		
1.	Managers' families	180	70.59	75	29.41	255	100
2.	Workers' families	848	80.91	200	19.08	1048	100
3.	Villagers' families	627	78.38	173	21.63	800	100
4.	Prominent citizens' families	99	65.56	52	34.44	151	100

From the above table-2.13, it is clear that the highest number of dependents belong to the workers' families which is 848(80.91%) of the total members of workers families. On the other hand, the highest numbers of earners belong to prominent citizens' families. The managers' families occupied the second highest numbers of earners which is 75 numbers and 29.41 per cent of the total members of the managers' families.

The table 2.14 denotes total monthly income of the respondents' households which includes all other source of income in case of workers, villagers and prominent citizens. For managers, the net monthly salary, that is, the pay packet of the

households is taken into consideration as most of the managers in the study did not inform specifically about their other sources of income.

Table - 2.14

Income of the Respondents' households(Per month in Rupees)

Sl. No.	Income	Managers' Households		Workers' Households		Villagers' Households		Prominent citizens' Households		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1	Below 5000	-	-	9	6	46	46	-	-	55	16.92
2	5000-10,000	-	-	91	60.67	54	54	12	48	157	48.31
3	10,000-15,000	5	10	47	31.33	-	-	8	32	60	18.46
4	15,000-20,000	8	16	3	2	-	-	5	20	16	4.92
5	20,000-25,000	21	42	-	-	-	-	-	-	21	6.46
6	25,000-30,000	12	24	-	-	-	-	-	-	12	3.69
7	Above 30,000	4	8	-	-	-	-	-	-	4	1.23
Total		50	100	150	100	100	100	25	100	325	100

Table-2.14 shows that there is a great disparity of income between the different households of managers, workers, villagers and the prominent citizens. It is also clear that in the case of managers and workers, the hierarchy of occupation is associated with the hierarchy of income levels of their households.

The highest 157(48.31%) number of respondents' households belong to the income group of Rs.5,000-10,000 and the lowest number, that is, 4(1.23%) number of the respondents belong to the income group of above Rs.30,000.

It is clear from the table-2.14 that the sample village of the present study, Lakwa Charingia Konwar village is economically better than some other villagers which have been studied by Dubey (1978:79-84). Table-2.14 shows that 92(53.18%)

of the villagers' households of Charingia Konwar village belong to the income group of Rs. 5,000-10,000 which is better than the income of the villagers in Dinjoy studied by Borthakur (1994:46) where the optimum income of the respondents was Rs. 10,833.33 a year and also better than the villagers in Dhemagorh studied by Borthakur (Ibid:46-48), where the income of the respondents was Rs. 3,333.33 per annum. Moreover, according to Dhar (1987:68-73) the per capita income of Assam at current prices continued to be much poorer in recent years than that of national per capita income.

The economic position of an individual is also linked with the amount of land one possesses. Therefore, we computed about the land holdings of the workers category in our sample. But in case of managers we did not compute their land holdings as majority of them were reluctant to give the information about their land holdings. Table-2.15 shows the land holdings of the workers which is presented in terms of bighas and acres.

Table - 2.15
Agricultural land holdings of the workers
(one Bigha = about 0.3 acre)

Sl.No.	Size of Agricultural Land Holdings	Workers	
		Nos.	%
1.	No. land	55	36.67
2.	Upto $\frac{1}{2}$ bigha	4	2.67
3.	Over $\frac{1}{2}$ bigha to 1 bigha	8	5.33
4.	Over 1 bigha to 2 bighas	11	7.33
5.	Over 2 bighas to 3 bighas	14	9.33
6.	Over 3 bighas to 5 bighas	3	2
7.	Over 5 bighas	2	1.33
8.	Unknown	53	35.33
Total		150	100

The agricultural land holdings of the workers from the table-2.15 shows that 55(36.67%) of the workers do not have land of their own while 4(2.67%) of them have a maximum of half bigha land, 8(5.33%) have over half bigha to 1 bigha land, 11(7.33%) have land between 1 to 2 bighas, 14(9.33%) hold over 2 bighas to 3 bighas of land, 3(2%) of them have land between 3 bighas to 5 bighas, 2(1.33%) of them have 5 bighas and above land and 53(35.33%) do not specify the land holdings due to joint ownership and also some of them do not have the knowledge of actual size of holdings. This proves that though 42 numbers of the workers had specified their size of agricultural land holdings, but majority, that is, 40(95.24%) of them holds below 5 bighas of agricultural land.

The ownership of a residential house is another important component for determining the economic status of individuals in society. Table-2.16 shows the nature of ownership of a house by the workers. It is also a fact that in the table-2.16, 47 workers are actually having their own houses and out of that 13 lives in ONGC quarters and they rent out their respective houses.

Table - 2.16

Nature of ownership of the residential house of the workers.

Sl.No.	Nature of Ownership	Workers	
		Nos.	%
1.	Own house	34	22.67
2.	Rented house	4	2.67
3.	Sharing with friends or relatives	21	14
4.	ONGC Quarters	91	60.67
	Total	150	100

The data concerning the ownership of houses from the table-2.16 reveals strange results. The most interesting feature of this data is that the overwhelming proportion of workers 91(60.67%) lives in ONGC quarters. Only one-third of the

total number of workers(31.33%) have their own houses. 4(2.67%) of the workers live in rented houses and the balance 21(14%), either share houses with friends or relatives. It is also noticed that those workers who do not have cultivable land and other properties were comparatively poor than the other workers and some of them also belong to other states. It was also found that a large number of them already sold their cultivable land or properties due to reasons like lack of manpower to look after the cultivable land or properties, lack of time for cultivation, distant location of the properties or cultivable land from the place of work and due to financial problems.

We asked our respondents of workers category if they avail of loans.

Table-2.17 reflects the different sources from which the workers get loans

In the table-2.17 only 131 workers have taken ONGC's advances and rest 19 of them did not take because either loan was not required to them or they were not eligible. Also in the table-2 17 by the term 'Credit Society' we referred to co-operative located near their place of the workers.

Table- 2.17

Sources of loans of the workers(150 = 100%)

Sl.No.	Source	Workers	
		Nos.	%
1.	Bank	13	8.67
2.	Government loan	-	-
3.	ONGC's advances	131	87.33
4.	Money- lender	18	12
5.	Relatives	22	14.67
6.	Friends	78	52
7.	Credit society	-	-

(contd....)

(Contd table-2 17)

Sl No	Source	Workers	
		Nos	%
8	Grocer	19	12.67
9	Caste people	-	-
10.	Rich people of the locality	-	-
	Total	150	100

From the table-2 17 it indicates that almost 87.33 per cent of the ONGC workers had taken ONGC's advances, 13(8.67%) of them taken loans also from bank. Some have also taken loans from money lenders, relatives, friends and grocer. The purpose of taking loans is usually for maintenance, for conducting social ceremonies, in case of illness, for capital investment, for repayment of loans, for repayment of hereditary loans and others.

We also collected information from the workers of ONGC about their savings. It was found that most of the workers do savings in banks and post offices. Most of them have life insurance policies and they think that insurance is good for dependent members of family, in case of premature death and also it is a kind of forced and compulsory saving. However regular saving is not a habit among a sizeable number of workers.

Migration :

The workers and the managers were asked to state their place of birth, native place and their fathers' and paternal grand fathers' place of residence. In case of workers, villagers and the prominent citizens, their mother tongue and their knowledge of other languages were also taken into account. All the above mentioned data are represented in the table 2 18.

Table - 2.18

Place of birth of the employees

Sl No	State of Birth	Managers		Workers		Total	
		Nos	%	Nos	%	Nos	%
1	Assam	5	10	138	92	143	71.5
2	Other North Eastern States	2	4	2	1.33	4	2
3	West Bengal	3	6	5	3.33	8	4
4	Orissa	2	4	-	-	2	1
5	Bihar	4	8	3	2	7	3.5
6	Uttar Pradesh	11	22	-	-	11	5.5
7	Gujarat	3	6	-	-	3	1.5
8	Rajasthan	2	4	-	-	2	1
9	Punjab	1	2	2	1.33	3	1.5
10	Haryana	2	4	-	-	2	1
11	Himachal Pradesh	1	2	-	-	1	0.5
12	Jammu Kashmir	1	2	-	-	1	0.5
13	Maharashtra	4	8	-	-	4	2
14	Madhya Pradesh	2	4	-	-	2	1
15	Southern States	4	8	-	-	4	2
16	Elsewhere in India	2	4	-	-	2	1
17	No response	1	2	-	-	1	0.5
	Total	50	100	150	100	200	100

Table-2 18 shows that in management cadre, the majority, that is, 11(22%) were born in the state of Uttar Pradesh, the second highest number of them were from Assam which is 5(10%) of the total managers of our sample and

only one respondent did not respond. The workers were mostly born in the state of Assam which is about 138(92%) of the total workers of the sample taken. Only 12(8%) of the respondents of workers category had been born in the states other than Assam. Table-2.19, 2.20 and 2.21 will present more details about the place of origin of the employees

Table -2.19

Places of origin of the employees

Sl.No.	Place of origin of the employees	Category of Employees				Total	
		Managers		Workers			
		Nos.	%	Nos.	%	Nos.	%
1.	Within the district	2	4	103	68.67	105	52.5
2.	Other districts in Assam.	3	6	35	23.33	38	19
3.	Other States	45	90	12	8	57	28.5
Total		50	100	150	100	200	100

Table-2.29 reveals that the majority of the managers of the sample were from states other than Assam and the origin of the workers are mostly from the state of Assam. It is because in the workers category (class III and class IV post), the majority of them were recruited from the representation of local people and generally those are non transferable posts. Moreover as indicated earlier 96 per cent of class III and IV posts are reserved for the local people

Table - 2.20

Statewise distribution of the employees' permanent residence

Sl.No.	State	Managers		Workers		Total	
		Nos.	%	Nos.	%	Nos.	%
1.	Assam	7	14	146	97.33	153	76.5
2.	Other North Eastern States	2	4	2	1.33	4	2
3.	West Bengal	2	4	-	-	2	1
4.	Orissa	2	4	-	-	2	1
5.	Bihar	2	4	2	1.33	4	2
6.	Uttar Pradesh	8	16	-	-	8	4
7.	Gujarat	3	6	-	-	3	1.5
8.	Rajasthan	1	2	-	-	1	0.5
9.	Punjab	-	-	-	-	-	-
10.	Haryana	-	-	-	-	-	-
11.	Himachal Pradesh	-	-	-	-	-	-
12.	Jammu Kashmir	-	-	-	-	-	-
13.	Maharashtra	5	10	-	-	5	2.5
14.	Madhya Pradesh	2	4	-	-	2	1
15.	Other Southern States	2	4	-	-	2	1
16.	Elsewhere in India	13	26	-	-	13	6.5
17.	Not stated	1	2	-	-	1	0.5
Total		50	100	150	100	200	100

Table-2.20 shows that only 7(14%) of the total managers of the sample have their permanent residence in Assam and the rest of the respondents of managers

cadre were those persons whose permanent residence is in the states other than Assam. For workers, about 146(97.33%) were persons whose permanent residence is located in the state of Assam itself. Only 2 (1.33%) of the workers' permanent residence is in other north eastern states and the rest of 2 (1.33%) of the workers in our sample are having their place of permanent residence in the state of Bihar.

Data were also gathered about the place of residence of managers' fathers and paternal grand fathers and also the place of residence of workers' fathers as well as their paternal grand fathers. Efforts are also taken to find out the workers' present place of residence. Table-2.21 and 2.22 show the place of residence of employees' parents and the workers' present place of residence respectively.

Table - 2.21

Place of residence of the employees' fathers and paternal grand fathers

Sl. No.	Place of residence	Managers				Workers			
		Father		Paternal grand father		Father		Paternal grand father	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Sibsagar district	2	4	4	8	103	68.67	97	64.67
2.	Others district of Assam.	3	6	1	2	35	23.33	41	27.33
3.	Other North Eastern states	2	4	2	4	2	1.33	2	1.33
4.	Elsewhere in India	43	86	43	86	10	6.67	7	4.67
5.	From abroad	-	-	-	-	-	-	3	2
Total		50	100	50	100	150	100	150	100

It is clear from the table-2 21 that majority, that is, 43(86%) of the managers' fathers as well as paternal grand fathers' resided outside the state of Assam. In case of respondents from workers category, one important finding was that the three numbers(2%) of the workers' paternal grand fathers were from abroad, that is, their place of residence was outside India, especially from Nepal and Bangladesh. They migrated to India about a century ago. In workers category also the majority of their fathers and paternal grand fathers were those persons whose place of residence was either in Sibsagar district or in the other districts of Assam. The table-2 22 reveals that the managers were geographically more mobile than the workers.

Table - 2.22

Workers' present place of residence

Sl No	Present place of residence	Workers	
		Nos	%
1	ONGC Colony, Lakwa	53	35.33
2	ONGC Colony, Nazira	17	11.33
3	ONGC Colony, Sibsagar	21	14
4	Outside ONGC Colony	59	39.33
	Total	150	100

Table 2.22 reflects that the 53(35.33%) numbers of the workers of the sample were inhabitants of ONGC colony Lakwa, 17(11.33%) of them lived in ONGC colony Nazira, 21(14%) of them lived in ONGC colony Sibsagar and rest 59 (39.33%) of the workers resides outside ONGC colonies.

The information about the distance between residence and place of work of the workers is also collected. Table-2.23 shows the distance between residence and place of work of the workers.

Table - 2.23

Distance between residence and place of work of the workers

Sl.No.	Distance in K.M.	Workers	
		Nos.	%
1.	0 - 2	12	8
2.	3 - 5	17	11.33
3.	6 - 8	25	16.67
4.	9 - 11	8	5.33
5.	12 - 14	13	8.67
6.	15 - 17	12	8
7.	18 and above	63	42
Total		150	100

From table-2.23, one can conclude that 63(42%) numbers of the workers used to travel more than 18 kms daily at one time as the distance between residence and the place of work is more than 18 kms and for the rest of 87(58%) number of workers used to travel a distance less than 18 kms from the residence to the place of work. But it is also note worthy to mention that the 87(58%) workers who travel less than 18 kms at one time may sometime travel more than that as the whole Lakwa oil field consists of more than 100 wells located here and there in the area of Lakwa and accordingly they have to work in different wells when the need arises.

In order to study the interaction between employees and their relatives in their native place, questions were asked regarding the frequency of their visits. Table-2.24 and 2.25 summarise their findings :

Table - 2.24**Frequency of workers' visits to native place**

Sl. No.	Workers visits	Duration of stay						Total
		One week	Two weeks	Three weeks	One month	More than one month	Not stated	
1.	Once in every month	22	-	-	-	-	-	22
2.	Once in a year	11	4	2	14	3	5	39
3.	Twice a year	4	2	-	-	-	7	13
4.	Two-three times in a year	9	-	-	-	-	3	12
5.	Once in two year	2	5	4	3	5	4	23
6.	In rarely 3	2	2	2	3	2	14	
7.	No visits at all	-	-	-	-	-	-	-
	Total	51	13	8	19	11	21	123

Table-2.24 shows that there was not a single worker who does not have any contact with their native places but it is also interesting to note that the twenty seven workers of our sample resides at their own permanent residence, therefore, for those workers the question does not arise about their visits to their native place. Out of 123 families, 22 families visit their native place every month, 13 families twice in a year, 12 families thrice in a year and 39 families visit their native places once in a year. Of 123 families, 23 families usually visit their native places once in two year and 14 workers rarely visit their native places.

Attachment to native place can be attributed to many factors. Close proximity to the native place, presence of relatives and friends in the village, and above all, for performing agricultural work are the basic factors which encourage the

workers to maintain contact with their native place. Those who have no relatives or any property at their native place have ordinarily severed their connections with their villages of origin. Table-2.25 reflects the details about the reasons of visits of workers to native place :

Table-2.25

Reasons of visits of wokers to their native place

Sl. No.	Reasons	Workers	
		Nos.	%
1.	For looking after property	14	11.38
2.	For performing agriculture work	41	33.33
3.	For meeting kin and friends' family members	36	29.27
4.	For attending social occasions like marriage, death, birth and other festivals	11	8.94
5.	For meeting kin and friends, and looking after property (combined)	21	17.07
Total		123	100

From table-2.25, it is clear that about 14(11.38%) of workers report that they keep their contacts with their villages for the sole purpose of looking after their immovable property. 41(33.33%) of the total workers are having connections with villages for performing agricultural work, 36(29.27%) of the workers reply that they contact their native place to meet near kin and friends and their family members, 11(8.94%) to attend social occasions such as marriages, death, birth and other festivals, and 21(17.07%) give two combined reasons for visiting their native place, that is, to look after property and to meet their kin and friends.

Language :

Language involves communication through a culturally accepted system of sound patterns having standardized meanings. It expresses the cultural heritage of any society. So the researcher intended to highlight the different languages of the respondents. Table-2.26 reveals the mother tongues of the respondents.

Table - 2.26

Mother tongues of the respondents

Sl No	Mother Tongue	Managers		Workers		Villagers		Prominent citizens		Total	
		Nos	%	Nos	%	Nos	%	Nos	%	Nos	%
1	Assamese	5	10	138	92	100	100	20	80	263	80.92
2	Other languages of North Eastern states	2	4	2	1.33	-	-	-	-	4	1.23
3	Bengali	3	6	5	3.33	-	-	2	8	10	3.08
4	Gujarati	3	6	-	-	-	-	-	-	3	0.92
5	Hindi or Urdu	23	46	3	2	-	-	2	8	28	8.62
6	Punjabi	1	2	2	1.33	-	-	1	4	4	1.23
7	Rajasthani	2	4	-	-	-	-	-	-	2	0.62
8	Marathi	4	8	-	-	-	-	-	-	4	1.23
9	Tamil	3	6	-	-	-	-	-	-	3	0.92
10	Telegu	1	2	-	-	-	-	-	-	1	0.31
11	Malayalam	1	2	-	-	-	-	-	-	1	0.31
12	Onya	2	4	-	-	-	-	-	-	2	0.62
Total		50	100	150	100	100	100	25	100	325	100

It is clear from the table-2.26 that majority, that is, 23(46%) of the respondents of managers category have Hindi or Urdu as their mother tongue. 138(92%) of the workers' mother tongue were Assamese and all the villagers stated that their mother tongue was Assamese. Also, regarding the prominent citizens 20(80%) of them were found as Assamese speaking people.

In this study, the respondents' knowledge of other languages was also observed. Table-2.27 reflects about the respondents', particularly, the workers, the villagers and the prominent citizens knowledge of other languages:

Table - 2.27

Respondents knowledge of other languages

Sl.No.	Knowledge of other languages	(150=100% Workers)		(100=100%) Villagers		(25=100%) Prominent citizens	
		Nos.	%	Nos.	%	Nos.	%
1.	Assamese	150	150	100	100	25	100
2.	Other North Eastern languages	2	1.33	-	-	1	4
3.	Bengali	67	44.67	37	37	17	68
4.	Hindi	93	62	82	82	25	100
5.	English	7	4.67	5	5	13	52
6.	Nepali	2	1.33	1	1	2	8
7.	Any other	2	1.33	3	3	4	16

The very common findings from table-2.27 is that all the workers, villagers and the prominent citizens knew Assamese. The majority of them also having the knowledge of Hindi and Bengali as well. But only 7(4.67%) of the workers and only 5(5%) of the villagers know English. Among the prominent citizens it was found that 13(52%) of them loved to use English language.

Caste and Tribe :

Caste represents an important illustration of social ranking and evokes a wider interest for sociological study. Tribe is a social group bound together by kinship and duty and usually associated with a particular territory. In the words of Kroeber(1939:254) caste is referred as “an endogamous and hereditary sub-division of an ethnic unit occupying a position of superior or inferior rank or social esteem in comparison with other such sub-division”. Tribe, according to Mitchell (1979:232) “... is a socially cohesive unit associated with a territory, the members of which regard themselves as politically autonomous. Sometimes tribes are split up into sections, especially where the territory is large in relation to the size of population. Very often a tribe will possess a distinctive dialect”. Table-2.28 shows the caste/tribe status of the respondents :

Table - 2.28
Caste/tribe status of the respondents

Sl. No.	Caste/Tribe	Managers		Workers		Villagers		A few Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Brahmins	17	34	11	7.33	-	-	3	12	31	9.54
2.	Kshatriyas	10	20	37	24.67	88	88	12	48	147	45.23
3.	Vaishyas	12	24	59	39.33	5	5	4	16	80	24.62
4.	Backward castes and scheduled caste	3	6	18	12	-	-	2	8	23	7.08
5.	Other religious groups	6	12	16	10.67	5	5	3	12	30	9.23
6.	Tribes	2	4	9	6	2	2	1	4	14	4.31
	Total	50	100	150	100	100	100	25	100	325	100

The interesting finding of the table-2.28 is that the caste of Brahmins dominated among the managers cadre, vaishyas were majority among the workers category, kshatriyas dominated the villagers category and same is the case in the prominent citizens category. In case of tribal respondents majority, that is, 9(6%) of them were from workers' category.

Religion :

In the words of Punekar and Savur(1969:160) "In order to assess the social background, various factors have to studied. These factors, may, in isolation, seem to be insignificant but to a sociologist they are of greatest significance. Even religious beliefs of an individual cannot be brushed aside as private matter, to be ignored in a secular country. The social aspects of religion connotes many more subtle factors than mere worship and it is with these factors, the implicit philosophy and ethics of religion which shape human relations that are of interest to us." Thus religions controls the behaviour of its adherents through preachings, teachings, festivals and community activities. It imparts beliefs and patterns of behaviour. Table-2.29 shows the religion of the respondents:

Table - 2.29

Religion of the Respondents

Sl. No.	Religion	Managers		Workers		Villagers		A few Prominent citizens		Total	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Hinduism	44	88	134	89.33	95	95	21	84	294	90.46
2.	Christianity	1	2	3	2	-	-	-	-	4	1.23
3.	Islam	2	4	6	4	5	5	3	12	16	4.92
4.	Sikhism	1	2	-	-	-	-	-	-	1	0.31
5.	Jainism	1	2	-	-	-	-	-	-	1	0.31
6.	Buddhism	1	2	7	4.67	-	-	1	4	9	2.77
	Total	50	100	150	100	100	100	25	100	325	100

The table-2.29 shows that the bulk of our respondents, managers, workers, villagers and prominent citizens are Hindus. In terms of figures, they are 88 per cent, 89.33 per cent and 84 per cent respectively. In the total sample, 90.46 per cent were Hindus and 4.92 per cent were Muslim. As seen from the table people of other faiths were few.

Experience and length of service :

Figures regarding experience and length of service of the employees as computed from the sample data are given below in table-2.30 and 2.31:

Table -2.30

Employees' year of joining the organization of ONGC

Sl. No.	Year of joining to the organization of ONGC	Managers		Workers	
		Nos.	%	Nos.	%
1.	Before 1970	3	6	21	14
2.	1970 - 1974	9	18	12	8
3.	1975 - 1979	11	22	16	10.67
4.	1980 - 1984	7	14	13	8.67
5.	1985 - 1989	5	10	9	6
6.	1990 - 1994	9	18	52	34.67
7.	1995 - 1999	6	12	27	18
	Total	50	100	150	100

Table-2.31 shows that 11(22%) managers had joined the organization of ONGC during 1975-1979. This is the highest number of people from managers cadre joined in any of the mentioned categories. Only three managers joined before

1970. On the other hand 52(34.67%) of the workers joined the organization of ONGC in year between 1990-1994.

Table - 2.31

Employees' total period of service

Sl. No.	Category of Employees	Length of service in years						Total
		Below 5 years		5 - 10 years		Over 10 years		
		Nos.	%	Nos.	%	Nos.	%	
1.	Managers	6	12	9	18	35	70	50
2.	Workers	27	18	52	34.67	71	47.33	150

From the table-2.31, it is found that the bulk of our respondents, managers and workers have claimed more than 10 years of service. In terms of figures, they are 70 per cent and 47.33 per cent respectively. 9(18%) of the managers and 52(34.67%) of the workers have claimed 5-10 years of service experience to their credit. Thus a good deal of sample population appears to have gained experience in the organization of ONGC.

The information regarding migrant workers' time of migration, Sibsagar district, reasons given by workers for migration to workers' total period of service in the present job as well as the managers' total period of service in ONGC Sibsagar district of Assam were collected. Table-2.32, 2.33, 2.34 and 2.35 respectively depict the above mentioned facts :

Table - 2.32

Workers' year of arrival in Sibsagar district.

Sl.No.	Year of arrival in Sibsagar district	Workers	
		Nos.	%
1.	Before 1956	3	6.38
2.	1956 - 1960	7	14.89
3.	1961 - 1965	6	12.77
4.	1966 - 1970	11	23.40
5.	1971 - 1975	8	17.02
6.	1976 - 1980	4	8.51
7.	1981 - 1985	3	6.38
8.	1986 - 1990	2	4.26
9.	1991 - 1995	1	2.13
10.	1996 - 2000	2	4.26
Total		47	100

Ashish Bose (1977:106) while referring to the concept of migration states that the process of urbanisation has been essentially a process of migration to the city. The largest cities have attracted the largest number of migrants from the rural areas because, unlike the small towns, they offer a wide range of employment opportunities which require various degrees of skill and, what is more important is that the big cities can provide employment to rural migrants who are largely unskilled and illiterate.

As it is evident from the data given in the table-2.32, 47 workers of the sample had migrated to Sibsagar district from different places of Assam and outside Assam. It is also observed that almost all of them migrated from rural areas.

In the years between 1966-1970 maximum numbers of workers had migrated to Sibsagar district and minimum numbers of workers migrated to Sibsagar district during the years between 1991 and 1995. In this study the researcher defined a migrant to be a person who simply changes his place of residence and in doing so he shifts from original place of residence which was located outside the district of Sibsagar, Assam to the Sibsagar district of Assam.

Table - 2.33

Reasons of Migration

Sl. No.	Reasons for coming to Sibsagar district	Workers	
		Nos.	%
1.	Prospect of getting job	5	10.64
2.	Under employment at native place	2	4.26
3.	Chances of rising in life.	2	4.26
4.	To carry our business and trade	3	6.38
5.	To enter into a profession	2	4.26
6.	Office transfer	3	6.38
7.	Because of marriage	2	4.26
8.	Desire for social improvement	1	2.13
9.	Comparatively cheap place	2	4.26
10.	Got appointment	18	38.30
11.	Having friends and relatives in Sibsagar district.	4	8.51
12.	Not stated	3	6.38
Total		47	100

The largest group of migrants settled in Sibsagar district because they had been offered jobs in the ONGC. The other reasons for coming to Sibsagar district

were prospect of getting job, under employment at native place, chances of rising in life, to carry out business and trade, to enter into a profession, office transfer, because of marriage, desire for social improvement, comparatively cheap place and having friends and relatives in Sibsagar district. Only 3(6.38%) of the workers did not state the reasons for their migration to the district of Sibsagar, Assam.

Table - 2.34

Workers' total period of service in the same rank of present position

Sl. No.	Total period of service in the present rank.	Workers	
		No.	%
1.	Less than 1 year	18	12
2.	1 year to 2 years	41	27.33
3.	2 years to 5 years	52	34.67
4.	5 years to 10 years	39	26
Total		150	100

The table-2.34 shows that 18(12%) of the workers were in the same rank in the present position for less than 1 year which indicates that they are newly promoted to these positions. On the other hand those who worked for 5 years or more in the same position were already due for their promotions. As many as 39(26%) of the workers were found eligible for promotion as per rules and regulations and policies of Human Resource Management in ONGC (1998:10) wherein it is clearly mentioned that eligibility for promotion from one level to next higher level requires requisite experience of 3 years to 6 years of experience with laid down qualifications in a particular level.

Table - 2.35**Managers' length of service in ONGC, Sibsagar district**

Sl. No.	Total period of service in ONGC Sibsagar district	Managers	
		No.	%
1.	Less than 1 year	7	14
2.	1 year to 2 years	15	30
3.	2 years to 5 years	23	46
4.	5 years to 10 years	2	4
5.	10 years and above	3	6
Total		50	100

From the rules, regulations and policies framed in Human Resource Management in ONGC (1998:102), it is worth while to mention that minimum three years tenure in the North-Eastern states for the managers category is required to have promotion to the next higher positions. It is also a fact that whoever is transferred to North-Eastern states, they have to complete minimum 3 years of service in this region. On the contrary for all other regions it is of minimum 5 years duration. Table 2.35 shows one important fact that only 5(10%) of the managers of our sample data had completed more than five years in ONGC, Sibsagar district. All these 5 managers were permanent resident of Assam itself. The remaining 45(90%) of the managers did not complete more than five years of service in ONGC in Sibsagar district of Assam.

Finally, in this chapter, the researcher tried to find out the correlation between two or more variables like employees' father's occupation, their caste category and their religion. Similarly, about the employees' paternal grand father's occupation, their caste category and their religion is computed. In research, simple tables showing frequency distribution of the respondents in respect of a single characteristic do not help us to find the relationship among two or more variable.

Social attitude of the Respondents :

Social attitude refers to the set of beliefs constituting the characteristic of a particular social group. Gould and Kolb(1964:40) mentioned that sociologists, following W.I. Thomas and F.Znaniiecki, have viewed attitudes primarily in the context of social value which they define as any datum having an empirical content accessible to the numbers of some social group and a meaning with regard to which it is or may be an object of activity. Gould and Kolb(Ibid:40) further mentioned that 'attitudes' and 'values' are, in fact, defined interdependently: A 'value' is the objective counterpart of the attitude and the 'attitude' is the individual counterpart of the social value. Thus 'attitude' is the individual tendency to react, either positively or negatively, to a given social value.

In this study we found a sizeable majority of the employees feel secure in the organization. Although excessive feeling of security to their life does have a few negative effects since the employees might start feeling complacent. The positive aspects probably overshadow the negative ones. It helps in removing the fear psychosis and helps in working in a tension free environment. Hence the positive aspect help in increasing the productivity and output of the organization of ONGC.

Although managers in ONGC are perceived to be committed to achieving targets and competent enough to handle their job but more than 70 per cent of them view their lives in ONGC, Sibsagar district as isolated from rest of India and they simply to endure the compulsive period of three years in this region rather than getting actively involved in their work. It is also a fact that it requires a good amount of time for the new transferred officials to adopt themselves to a new environment in the Sibsagar district of Assam because distinct subcultures tend to develop in large organizations like ONGC both because of size as well as geographical locations.

So, by the time the newly transferred managers adapt to the environment of Assam and start reaching their peak, its already time to pack up and leave the region. This is not true in case of workers because most of the workers were from Assam. All these facts affect the productivity and the organization is not able to tap the true potential of the managers due to the fixed tenure of 3 years in the north eastern region.

Workers were asked about their views of assigning themselves into different strata of classes. It was found that 59(39.33%) of the workers assigned themselves to the middle class, 21(14%) and 43(28.67%) of them stated that they belonged to lower middle class and lower class respectively. Only 17(11.33%) of the workers mentioned that they belonged to the upper middle class. The rest 10(6.67%) of the workers belonged to poor category. Table-2.36 shows the detailed picture of the above mentioned data :

Table - 2.36

Workers' families belonging to different classes according to their own evaluation.

Sl.No.	Workers evaluation about their belonging class category	Workers	
		Nos.	%
1.	Upper class	-	-
2.	Upper middle class	17	11.33
3.	Middle class	59	39.33
4.	Lower middle class	21	14
5.	Lower class	43	28.67
6.	Poor category	10	6.67
	Total	150	100

Table-2.37 shows the reason given by the workers for ranking classes

Table - 2.37

Opinions of workers regarding the reason for the stratification of classes

Sl.No	Reasons for the stratification of classes	Workers	
		Nos.	%
1.	Occupational prestige	47	31.33
2.	Financial position	18	12
3.	Eductional level	56	37.33
4.	Family background	21	14
5.	Political power	3	2
6.	Others	5	3.33
	Total	150	100

It is found that the educational level of an individual gets priority in identifying him within a particular class 37.33 per cent of the total percentage of the respondents share the view that the educational level of an individual is most important for the purpose of assigning class positions We may assume, then, that the more educated an individual is, the higher his social class

Next to the educational level, occupational prestige is considered by 31.33 per cent of the total respondents as significant for identifying an individual in a particular class Occupation, as a factor for class determination is a complex criterion, as a number of determinants are being taken into consideration such as function, education, income, power and position However, taking an overall view, we note that occupation is the second important factor recorded by the workers

After occupational prestige, the family background of an individual gets priority in placing an individual in a particular class. 14 per cent of the workers feel that the family background of an individual determines his class Here, again, we find that an age-old image of our society is highlighted

We may add that 12 per cent of the respondents feel that financial position of an individual determines his class High income, accumulated wealth and the capacity to lead a luxurious life put an individual or a family in the upper stratum of class, while, if a low income is earned, and there is no accumulation of wealth one cannot live a life of luxury, such individual or a family is placed in a lower stratum of class It is a fact considered by 12 per cent workers that by and large money determines the class of an individual or a family

A new rating system for the stratification of classes has emerged and that is the political power of an individual Independence has brought in its wake a large number of individuals who are important in shaping the political life of the country These individuals have attained tremendous political power by being elected

as members either of the Legislative Assembly or of the Parliament. This has given them great influence over the masses. According to 2 per cent of the total respondents, political power is an important criterion for the stratification of class. These individuals with political power may become a class by themselves irrespective of their ethnic group, educational level, family background, and financial position.

Only 3.33 per cent of the workers had given their view that some other reasons like marriage, acting, sports, charisma and so on may also play significant role for identifying an individual in a particular class.

It is noteworthy that the workers of our sample had tried to improve their class position. Table-2.38 shows the factors which can be attributed for the improvement of the class position of the workers :

Table - 2.38
Steps taken by the workers for improvement
of their class position

Sl.No	Attempt taken to improve the class position	Workers	
		Nos.	%
1.	Education to children	57	38
2.	Purchasing property	26	17.33
3.	Seeking better job	3	2
4.	Taking active part in community life.	31	20.67
5.	Accumulating wealth to buy the luxuries	22	14.67
6.	Others	11	7.33
Total		150	100

It is an established fact that all the 150 workers of our sample reported their feelings about the improvement of their class position in the class hierarchy. 38 per cent of them had taken the option of educating their children, 17.33 per cent opted for purchasing property, 20.67 per cent of them had taken active part in community life, 14.67 per cent of the workers of ONGC Sibsagar district had started accumulating wealth to buy the luxuries in order to improve their class position. Only 2 per cent of the workers had attempted for seeking better job and the rest 7.33 per cent had reported of taking other options like getting national rewards for their active participation in their work and participation in other literacy works and so on.

The social attitude regarding the caste system have also been derived from the responses given to questions about how they conceive the caste structure. Table-2.39 shows that 16 per cent of the workers had approved the caste system, 44.67 per cent disapproved the caste system, whereas 39.33 per cent of the workers were still not in a position to judge the importance of caste system in the society.

Table - 2.39

**Approval or disapproval of caste system
by the workers**

Sl.No.	Caste System	Workers	
		Nos	%
1.	Approve	24	16
2.	Disapprove	67	44.67
3.	Can't judge	59	39.33
Total		150	100

Out of the 24(16%) of the workers who had approved the caste system gave the following reasons for its approval which is well depicted in the table-2.40

Table - 2.40

Reasons for approval of caste system

Sl.No.	Reasons	Workers	
		Nos.	%
1.	Traditional institutions	3	12.5
2.	Due to religion or God ordained	9	37.5
3.	Good for society	4	16.67
4.	Brings unity in society	2	8.33
5.	Helps division of labour	1	4.17
6.	It maintain the concept of purity	3	12.5
7.	No response	2	8,33
	Total	24	100

From table-2.40, it is very clear that the highest number of workers had the opinion that caste system is signficated as it is related to religion and God ordained., 16.67 per cent of the workes who approve of the caste system thinks that caste system does good to society. Other reasons for approving caste system are (i) caste is a traditional institution (12.5%), (ii)it facilitated the division of labour (4.17%), (iii) it helps in maintaining the concept of purity (12.5%) and (iv) it makes unity among the different caste groups(8.33%).

Regarding disapproval of the caste system, table-2.41 shows that bulk of the workers(31.34%) disapprove because they think it is a bad institution. Some (25.37%) disapprove it because its perpetuation is harmful to society, some (19.40%) disapprove it as a danger to the nation. Other minor reasons for disapproval are: (i) public opinion is against it (10.45%) and (ii) it creates social disorder and harmony(13.43%).

Table - 2.41

Reasons for disapproval of caste system

Sl.No.	Reasons	Workers	
		Nos.	%
1.	Harmful to soceity	17	25.37
2.	Danger to nation	13	19.40
3.	Bad institution	21	31.34
4.	Against public opinion	7	10.45
5.	Creates social disorder and disharmony	9	13.43
Total		67	100

It is remarkable that although the majority, that is, 67 (44.67%) of the workers disapproved the caste system but it is also a fact that 59 (39.33%) of the workers were still doubtful about their opinion of approval or disapproval of caste system. It shows that their attitudes towards the traditional caste system is still strong among the workers.

The data about the important means to eradicate caste system is presented in the table-2.42 which include only those workers who actually give a response to our query regarding disapproval of caste system. It was found that out

of 67 workers who disapproved the caste system, the bulk(23.88%) of them opted intercaste marriage as their option to eradicate caste system,(19.40%) of the workers were in the view of opting better occupation in order to eradicate caste system. Some (10.48%) opted education as the means to eradicate caste system. Other means to eradicate caste system given by the workers are : (i) by adopting the process of westernization/modernization (20.89%), (ii) by better economic status (16.42%), (iii) by purchasing property(5.97%), and (iv) by taking active part in community life(2.99%).

Table - 2.42

Means/ways to eradicate caste system.

Sl.No.	Ways to eradicate caste systems	Workers	
		Nos.	%
1.	Intercaste marriage	16	23.88
2.	Education	7	10.48
3.	Westernization/Modernization	14	20.89
4.	Better occupation	13	19.40
5.	Better economic status	11	16.42
6.	Purchasing property	4	5.97
7.	Taking active part in community life	2	2.99
Total		67	100

To make the study more authentic the views of 100 villagers from Lakwa Charingia Konwar village located near Lakwa ONGC colony and views of 25 numbers of prominent citizens are also taken into account. It helps us to present a different view about the organization of ONGC in the district of Sibsagar, Assam.

On the basis of the opinion of the villagers from Lakwa Charingia Konwar gaon and from the prominent citizens of Sibsagar district of Assam, the status of the workers of ONGC in the district of Sibsagar, Assam was evaluated.

Table-2.45 shows the status of ONGC workers of Sibsagar district :

TABLE - 2.43

Status of ONGC workers of Sibsagar district

Sl.No.	Status of ONGC workers	Villagers		Prominent citizens	
		Nos.	%	Nos.	%
1	High	59	59	-	-
2	Medium	38	38	12	48
3	Low	3	3	13	52
	Total	100	100	25	100

Table-2.43 shows that villagers give more status to the job in ONGC than the prominent citizens of the locality. It was found that only 3 per cent of the villagers give low status to the ONGC workers whereas 52 per cent of the prominent citizens have the opinion that job of ONGC workers is not respectable.

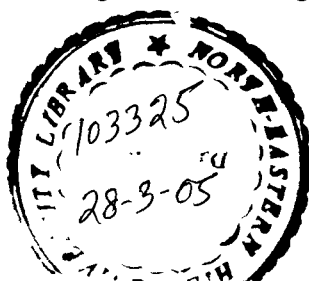
Those who give high status to the job of ONGC workers give many reasons. Table-2.44 shows the reasons for giving high/medium status to the job of ONGC workers.

Table - 2.44

**Reasons for giving high/medium status to the job of
ONGC workers**

Sl.No.	Reasons	Villagers		Prominent citizens	
		Nos.	%	Nos.	%
1.	Better pay structure	23	23.71	-	-
2.	Better skill and knowledge	7	7.22	-	-
3.	Their contribution to the society.	39	40.21	9	75
4.	More honest and hard working people	12	12.37	3	25
5.	Good habits and nature	3	3.09	-	-
6.	Living standard is higher than other industrial workers	13	13.40	-	-
	Total	97	100	12	100

Table-2.44 shows that out of 12 (48%) of the prominent citizens nine who gave high/medium status to the job of ONGC workers of the prominent citizens of the locality give status to the job of ONGC workers because of their contribution to the society and the rest three of the prominent citizens give respect to the job of the ONGC workers as they are more honest and hard working people. Out of 97 (97%) of the villagers, the bulk (40.21%) of them gives respect due to the workers contribution to the society, some (23.71%) give status to the ONGC workers due to their better pay structure. Other reasons for giving status to the ONGC workers are: (i) they have better skill and knowledge (7.22%), (ii) due to their good habits and nature (3.09%), and (iii) because their living standard is higher than other industrial worker (13.40%).



Regarding lack of respect to the job of ONGC workers, Table-2.45 shows that out of 3 per cent of the villagers who gave low status to the workers' of ONGC, two numbers of the villagers do not have high opinion about the status of the ONGC workers because of their nature of non-cooperative attitudes and one number of the villagers do not give status due to their proudness. On the other hand out of 13 (52%) of the prominent citizens who shows disrespect to the ONGC workers, five of them show disrespect to the ONGC workers due to the fact that they donot have proper work culture at all. Another three of the prominent citizens (23.08%) show disrespect due to the workers' non-cooperative nature and two of them show disrespect due to their pride. The remaining three numbers of the prominent citizens of Sibsagar district do not give respect to the ONGC workers of Sibsagar because they believe that ONGC workers of Sibsagar district are least bothered about the production process.

Table - 2.45
Reasons for giving low status to the workers of ONGC

Sl.No.	Reasons	Villagers		Prominent citizens	
		Nos.	%	Nos.	%
1.	Non-cooperative	2	66.67	3	23.08
2.	Proud people	1	33.33	2	15.38
3.	It's not a very important job	-	-	-	-
4.	Not having better skill and knowledge	-	-	-	-
5.	Not much contribution to the society.	-	-	-	-
6.	They don't have a proper work culture.	-	-	5	38.46
7.	They are least bothered about production.	-	-	3	23.08
	Total	3	100	13	100

Finally, we have taken the views of the manager about the improvement of standard of living of the workers of ONGC over the last 10 years. Table-2.48 presents their views :

Table - 2.46

Improvement of standard of living of the workers over the last 10 years.

Sl.No.	Improvement of Standard of living	Managers	
		Nos.	%
1.	A great deal	5	10
2.	Quite a lot	38	76
3.	Not very much	7	14
4.	Not at all	-	-
Total		50	100

It is very clear from the table-2.46 that all managers had the opinion that the standard of living of the ONGC workers of Sibsagar district have not remained the same during the last 10 years. 10 per cent of the managers have the view that it has changed a great deal, 76 per cent of the managers said that the standard of living of the workers during the last 10 years have changed quite a lot and only 14 per cent of the managers have the opinion that the standard of living of the ONGC workers did not change very much. It is remarkable that all the managers think that the standard of living of the workers has improved.

Summary :

To sum up the discussion, the data show that the ONGC employees' of Sibsagar district of Assam possessed social background that were markedly superior to those possessed by the villagers of Lakwa Charingia Konwar gaon. To some extent the data regarding social background of the managers category were also superior to those possessed by the prominent citizens of the locality of Sibsagar district of Assam. In general, the employees have nuclear families, and their workforce was dominated by male members. They are having the age of middle age group and most of them are literate. Workers' occupation can be stated as both main and subsidiary. Workers also used social links to gain employment, and the income of the employees' along with the villagers' of the sample village is better in comparison to other employees' in other sectors in the state of Assam as well as the other villages of Assam which were not located near the industry of ONGC. It is also found that high income is often neutralized by corresponding dependency load on the earners. The managers were mostly resident of outside the state of Assam who came to this region due to transfer policy and they are heavily drawn from the higher castes and having service background whereas the workers were local people drawn heavily from middle and lower castes of having agricultural background. It is evident from our data that female employees are only found in managers category. It is noticed that the employees had maintained their social link with their native place mostly for performing agricultural work, especially, in case of the workers. The data further reveal that the bulk of the employees' had already more than ten years of service and those workers who migrated to Sibsagar district of Assam is mainly due to procuring appointment in the organization.

Finally, from the social attitude of the respondents it was found that both class and caste consciousness is dominated in the social, economic, religious and other parts of the life of the respondents.

It is hoped that the facts we derive in this chapter would guide us in the subsequent chapters to arrive at certain conclusions regarding the social background, social outlook, social structure of the organization, worker-management relationship and the interaction between the industry and its neighbourhood.

CHAPTER - III

**SOCIAL STRUCTURE OF THE
ORGANISATION**

CHAPTER - III

Social Structure of the Organisation

In this chapter we propose to examine the Social Structure of the Organisation of Oil and Natural Gas Corporation in Assam. Davis (1977 : 195) in his study on "Human Behaviour at Work" pointed out that "Modern civilization requires large aggregations of people working together to produce its goods and services efficiently. Organizations are the grand strategies created to bring order out of chaos when groups work together."

Parker, Brown and others (1967:74) mention that "The experience of Social organization is universal. We are born into one kind - the family, educated in another - the school, work in yet another - the firm, and may spend our leisure in a variety of others - the pub, the sports club, the theatre. Organizations provide the social fabric for many of the relationships in which we engage and the choices we make. Most of the time we are not aware of the very complexity of such a fabric except where it impinges on us. Most of the time too we are only half aware that, of the variety of organizations of which we are part, some are very different from others. What is tolerated in the family setting may not be so in work or elsewhere. Behaviour at work often differs radically from behaviour in leisure settings".

Etzioni (1965 : 3) defined Organizations as ". . . Social units (or human groupings) deliberately constructed and reconstructed to seek specific goals". Corporations, armies, schools, hospitals, churches, and prisons are included within the definition of organisation. Tribes, classes, ethnic groups, friendship groups, and families are not organisations. Organisations are

characterized by : (1) divisions of labour, power and communication responsibilities, divisions which are not random or traditionally patterned, but deliberately planned to enhance the realization of specific goals; (2) the presence of one or more power centres which control the concerted efforts of the organisation and direct them toward its goals. These power centres also must review continuously the organisation's performance and re-pattern its structure, where necessary, to increase its efficiency; (3) substitution of personnel, i.e., unsatisfactory persons can be removed and others assigned their tasks. The organisation can also recombine its personnel through transfer and promotion.

Anderson (1964 : 252) defined organisations as those classes "of human relationship structures wherein people purposefully associate in systematically arranged unit to promote and achieve some common purposes or interests that are not specifically expressed in the institution. Each member has a formal status and role".

Gisbert (1972: 79) pointed out that ". . . organisation has two meanings, one is dynamic and consists in the activity or process of adjusting various elements among themselves in order to perform a function. The other meaning is static and consists in the result of organizing or in the thing already organized".

According to Pascual Gisbert (1972:80), every organization implies the following elements.

- (a) Plurality of parts
- (b) Adjustment between them and
- (c) Fitness of the whole for purposeful action.

Nevertheless, Pascual Gisbert said that the most important divisions which may be studied in every industrial organisation are the so-called formal and informal organisation. The formal organisation has been defined by Barnard (1956:73) as "A system of consciously coordinated activities or forces of two or more persons". They are the deliberate and methodical organisation of the human element of industry in order to achieve its objectives. While the informal organisation may be defined as the spontaneous or indeliberate grouping of men and the structure and ends of which are not clearly defined or methodically distinguished. Formal organisations are also divided into the so-called Line and Staff organisations and functional activities. Line activities are concerned with directly attaining the objectives of the enterprise whereby they embody the authority and responsibility of the firm. The line is based on the scalar principle which means that every organisation requires an ultimate authority from which the subordinate positions are derived. These are connected with each other through vertical relations of super-ordination and subordination; while the staff relationships run horizontally and do not entail authority to command. In fact, staff functions are obliquely related inasmuch as the advisor is supposed to be inferior to the person advised. The co-ordination between line and staff is one of the greatest problems confronting industry.

Koontz and O' Donnell (1964) proposed the following list of "Principles of sound organisation" which are very widely accepted and to which we give a brief explanation :

1. Principle of Unity of objective : The organisation is meant to continue in order to attain the objectives of the enterprise.

2. **Principle of Efficiency** : Objectives are to be achieved into a minimum of costs and unforeseen consequences.
3. **Span of Management Principle** : There is a maximum number of subordinates that an individual can effectively manage, though the maximum will change in accordance with the nature of the jobs, the kind of persons, and the complexity of the relationships supervised. Thus, when men are engaged in a routine job the span of management will be wider than if they are engaged in specialized tasks.
4. **Scalar Principle** : In every organisation there must be an ultimate authority from which a clear line of authority must be derived to every subordinate position in the organisation.
5. **Principle of Responsibility** : The responsibility of the subordinate to his superior for authority received by delegation is absolute, and no superior can escape responsibility for the authorized activities of his subordinate. In other words delegation of authority does not entail resignation of responsibility.
6. **Principle of Parity of Authority and Responsibility** : The responsibility assumed for actions performed under delegated authority should be neither more or less than that implied by the delegated authority itself.
7. **Principles of unity of command** : Each subordinate should only have one superior to report to; otherwise responsibility becomes divided and ambiguous.
8. **The Authority-level principle** : In every organisation there should be some level in which authority for decision must reside. And only decisions that cannot be made at a given level must be referred to upward levels.

This last principle agrees with the more popularly known principle of decentralization or subsidiarity according to which decisions, which can conveniently be taken at the lower levels, should not be referred to the higher level.

Ahuja (1998 : 749) indicates that important step in the organisational success is its organisational structure. It is the structure in which human beings can perform most effectively. Ahuja defined organisation structure as " It is a group of people working together to attain the desired objectives. People in an organisation do not start working together automatically unless they are provided with some mechanism of co-ordination and control. One of the mechanisms is the organisation structure. It reveals who has authority over whom in the organisation. It provides an invisible framework to integrate all the people working together towards a common goal. Organisation structure is essential for exercising leadership. Organisation structure provides an indispensable sort of co-ordination in an organisation".

The organisational structure of the Organisation of Oil and Natural Gas Corporation Limited (ONGC) in Eastern Regional Business Centre (ERBC) is shown in the figures 3.1 A and 3.1 B.

The Eastern Regional Business Centre of ONGC is further divided into four business Groups which are - 1. Exploration business group, 2. Drilling business group, 3. Operation business group and 4. Technical business group. In addition to all these four business groups, there is coordination group which includes Regional Director Office, personnel and administration, Industrial Relations, Corporate Communication, Estate section,

Industrial Engineering, Economic and statistics section, Administrative and Welfare section, Loan and advance section, Finance and Accounts, Legal section, public relations, Medical section, Land acquisition section, Vigilance section, Establishment section along with other support services group is also present to fulfill the tasks of the organisation like transportation section, Central workshop, Electronics and telecommunication section, Regional training institute (Sibsagar) and so on.

Organograms or organisational charter of Exploration business group, Drilling business group, Operation business group, Technical business group and Personnel and Administration section is shown in the figures 3.2, 3.3, 3.4, 3.5 and 3.6 respectively.

In the above mentioned organograms we have tried to depict the hierarchy of occupational structure among the officers level. We also wish to highlight the hierarchy of occupational structure among the workers of the Eastern Regional Business Centre, ONGC with the analysis of the procedure of Recruitment, Probation, Promotion and Pay structure.

RECRUITMENT

It is the policy of the corporation to induct the best available talent in all disciplines

In accordance with the ONGC (Recruitment & Promotion) Regulations, 1980 and modifications issued from time to time, direct recruitment (induction level) is resorted to different levels which include :

(i) Junior Attendant (Rs. 2282/- as pay per month excluding other incentives/allowances) (ii) Junior Technical Assistant (Rs. 2370/- as pay per month excluding other incentives/allowances) (iii) Senior Technical Assistant (Rs. 2802/- as pay per month excluding other incentives/allowances) (iv) Executive-1 (E-1) level (Scale of pay Rs. 5000-8275/-) and (v) Executive-4 (E-4) level (Scale of pay Rs. 7500-9900/-). The age and educational qualifications required for filling up the mentioned different level of posts were shown in the APPENDIX-3.

Recruitment for all posts upto the level of Senior Technical Assistant (Top of Class III) of pay Rs. 2802/- per month excluding other incentives/allowances is taken by decentralised process, that is, it is recruited region-wise and rest is recruited from the Head-quarter of ONGC, Dehradun.

Details of Posts Released for filling up in ERBC during the year 1997-98 is given below :

Table - 3.1

Details of Posts Released for filling up in ERBC during the year 1997-98

Sl.No.	Category Class III	Assessed Requirement	Approved under Special Recruitment Drive (SRD)'96	Posts released for filling up	Remarks
1.(a)	Instrumentation Junior Engineer (Instt)	21	5	3	10 Apprentice at JE (Instt) and 10 Apprentice at JAT (Instt) approved for engagements.
(b)	Jr. Asstt. Technician (Instt)	6	5	—	In lieu 5 converted into data entry operator
2.	Boiler operators	14	—	14	7 for recruitment & 7 for term appointment
3.	JE (P)	2	—	2	—
4.	J.A.T. (P)	7	2	6	—
5.	J.A.T. (M)	2	2	1	—
6. (a)	Jr. Fire Supervisor	18	5	6*	*Includes 2 under SRD
(b)	Jr. Fireman (iv)	71	15	50*	*Includes 7 under SRD and 25 on deputation.
7.	Jr. Acctt./ Jr. Asstt. (Account)	10	—	10	—
8.	Jr. Asstt (MM)	6	4	2	
9.	Data Entry Operators	5	5	10*	*5 in lieu of JAT (inst)
10.(a)	Medical Technician(Lab)	10	—	5*	*5 Addl. 5 on contract
(b)	Pharmacist	6	—	3*	*Addl. 3 on contract
(c)	Nurse	15	—	8*	*Addl. 7 on contract
11.	Jr. Steno	—	4	2	—
12.	Driver	5	—	—	—
13.	Jr. Helper/Attendant	7	2	1	—
	Total	205	49	123	

Table - 3.2**Recruitment carried out during the year 1997-98.**

Class	General	OBC	SC	ST	TOTAL
Class-I	—	—	—	—	—
Class-II	—	—	—	—	—
Class-III	11	10	4	2	27
Class-IV	1	—	—	—	1
Total	12	10	4	2	28

Table - 3.3**Backlog position as on 31.03.98**

Date	Class	SC	ST	Total
1. Backlog as on 31.3.97	Class III	1	1	2
2. Backlog cleared by Head-quarter during 97-98	Class III	11	21	32
	Class IV	4	13	17
3. Backlog filled in during 1997-98	Class III	1	1	2
4. Backlog as on 31.03.98	Class III	11	21	32
	Class IV	4	13	17

Table - 3.4**SC/ST Posts issued as on 20.04.98**

Sl.No.	Designation	SC	ST	Total
1.	JE (Instt)	2	3	5
2.	Jr. Helper (Class - IV)	—	1	1
3.	Jr. Fireman (class - IV)	2	5	7
	Total	4	9	13

PROBATION

Every person appointed either by direct recruitment or by departmental promotion, is on probation for a period of one year. The appointing authority may extend the period of probation by any period, which is not normally exceed one year, (i.e., no employee is kept on probation for a total period exceeding two years, in any post).

During the period of probation an employee may be required to pass a written examination or a proficiency test or a trade test within a specified number of chances, and on such conditions, as may be specified in this behalf.

A decision on the question whether an employee should be deemed to have completed the period of probation satisfactorily or who fails to pass the written examination, proficiency test or trade test within the specified period or chances or within such extended period or chances, as may be allowed to him/her, or whose progress is not satisfactory during the period of probation, may be taken by the competent authority and the employee concerned may, without any notice or any reason being assigned be :

- i) Discharged from the service of the corporation if he/she is a direct recruit, or
- ii) Reverted to a lower post, if he/she is a promotee, or was appointed to the higher post as a departmental employee against direct recruitment.

To avoid any delay in clearance of cases of regularisation of the period of the probation; following procedure has been laid down :

- i) All probation reports of Class-I officers is initiated by the project/office concerned, where the officer is posted.
- ii) All probation reports for officers upto the level of Manager (Executive-4) level is regularised by an officer of (Executive-7) level; a copy of the order, alongwith Probation Report, is forwarded to the Business group concerned at Headquarter.
- iii) In cases involving an extension of probation period, approval of the appointing authority is in-variably be obtained.
- iv) The Probation Report of the officer of the level of Chief Manager, Executive-5 level and above is sent to the Head-quarter for orders of Director/Chairman cum Managing Director.

Interim Probation Report as well as final Probation Report in respect of officers is submitted to the following authorities for perusal/regularisation.

Table - 3.5**Authority for perusal/regularisation**

Sl.No.	Level of Executive	Final Probation Report	Interim Probation Report
(i)	Officers of the level of E-7 and above	Chairman cum - Managing Director (CMD)	Regional Director (RD) Head of Region
(ii)	Officers of the level of E-5 and E-6	Director Concerned	GM/GGM/ED/RD
(iii)	Officers upto the level of E-4	E-7 in Business group	Head (Personnel) at Head quarter
(iv)	Unionised Category of Employees	E-5 level	E-5 level

PROMOTION

Manager's view and official records show that getting promotion in ONGC is a complex process. The organisation has framed different rules of getting promotion for different level of executives as well as non-executives. ONGC has categorised three types of qualification which are Q₁, Q₂ and Q₃. Q₁ qualification generally means first class graduate and above which is required for direct (induction) recruitment in Executive-1 (E-1) level in the pay scale of Rs. 5000-8275 (i.e. Asstt Ex. Engineer and equivalent level), Q₂ qualification is prescribed for direct (induction) recruitment in the post of Junior Engineer and equivalent level (Senior Technical Assistant) in the top of Class-III of pay Rs. 2802 per month excluding other incentives/allowances which is generally kept for graduates and/or diploma holders. Q₃ qualification which generally includes matric with science and trade certificate in relevant subject is prescribed for direct (induction) recruitment for Junior Technical Assistant in the bottom of Class-III of pay Rs. 2370 per month excluding other incentives/allowances. Moreover the minimum educational qualifications recruitment for the bottom of Class-IV workers (W-I level which include Junior attendant of pay Rs. 2282 per month excluding other incentives/allowances) is Class-X. Table-3.6 represents the level of promotion, mode and experience required in the executive level.

Table-3.6**Level of Promotion, Mode and Experience.**

Sl.No.	Level of Promotion	Mode	Experience Required
1	E0 — E1	Seniority cum fitness criteria (SCF)	2 years for Q ₁ qualified 4 years for Q ₂ qualified 6 years for Q ₃ qualified
2	E1 — E2	quantification	4 years for Q ₁ /Q ₂ /Q ₃
3	E2 — E3	quantification	5 years for Q ₁ /Q ₂ /Q ₃
4	E3 — E4	quantification	4 years for Q ₁ /Q ₂ /Q ₃
5	E5 and above	selection on merit	3 years

In addition to service records, educational qualification, experience and Performance Appraisal Reports (PARs) are taken into consideration for the purpose of assessment for promotion to next higher grade under the quantification scheme as follows :

1. Educational Qualification	(20 marks)
Q ₁ -----	20 marks
Q ₂ -----	15 marks
Q ₃ -----	11 marks
Below Q ₃ -----	07 marks

2.	Experience		(32 marks)
i)	E1 to E2		
	4 years	-----	16 marks
	5 years	-----	20 marks
	6 years	-----	24 marks
	7 years	-----	28 marks
	8 years	-----	32 marks
ii)	E2 to E3		
	5 years	-----	16 marks
	6 years	-----	20 marks
	7 years	-----	24 marks
	8 years	-----	28 marks
	9 years	-----	32 marks
iii)	E3 to E4		
	4 years	-----	16 marks
	5 years	-----	20 marks
	6 years	-----	24 marks
	7 years	-----	28 marks
	8 years	-----	32 marks

3. Performance Appraisal Reports (PARs) (60 marks)

or

Annual Confidential Reports (ACRs)

A ⁺	-----	60 marks
A	-----	50 marks
A ⁻	-----	40 marks
B ⁺	-----	35 marks
B	-----	30 marks
C ⁺	-----	25 marks
C	-----	20 marks
D ⁺	-----	15 marks
D	-----	10 marks

Executives securing minimum 74 marks out of total 112 marks under the criteria indicated in paras 1, 2 and 3 above are only considered for promotion. Executives securing 86 marks and above in the first attempt are considered for 'predating' (ahead of the due time) of their promotion under 'Merit Promotion' by one year. Suitability for such merit promotion is assessed by the selection committee subject to the condition that total number of such 'Merit Promotions' does not exceed 10 Per cent of total number of executives eligible for promotion under quantification scheme in each discipline. Minimum one post is earmarked under 'Merit promotion' for each discipline provided executives fulfilling the laid down criteria as above are available for consideration. The period (months/years) for which an executive is rated "Below Average" or "Inadequate" are completely taken out for the purpose

of giving weightage of marks for experience for making assessment for promotion under the quantification scheme. All PARs of an executive at the existing level would be considered for assessment for the purpose of promotion to the next higher grade.

In view of revision of format w.e.f. 1995, PARs is more than one format is considered for promotion effective from 1.1.97 onwards for few years. Therefore the following equivalency are adopted for the purpose of awarding marks for PARs.

Assessment under the new PAR systems (effective from 1.1.95)		Equivalent to earlier Alpha Grading
Exceptional	- 95 to 100	A ⁺
Top performer	- 80 to 94	A
Very Good	- 65 to 79	A ⁻
Adequate	- 60 to 64	B ⁺
	- 55 to 59	B
	- 51 to 54	C ⁺
Inadequate	- 40 to 50	C/D ⁺ /D

However there has been no recruitment in the recent years in the following disciplines, hence there is no direct (indirect) recruitment of executives at E1 level in these disciplines.

1. Economics and Statistics
2. Interpretation and Translation
3. Organisation and methods
4. Architecture
5. Palynology

6. Shot Hole Drilling
7. Library
8. Map and Drawing
9. Photography
10. Horticulture
11. Work Study

The existing executives in the above disciplines will continue to get promotion in their own disciplines depending on their suitability and requirement. They are also considered for lateral shifting to other disciplines, in consultation with the concerned director on organisational requirement. However, executives in disciplines like Map and Drawing, photography, Horticulture and work study get promotion within their own discipline upto E4 level only.

For Class-III (non-executives), eligibility for promotion from one level to next higher level with the requisite experience is given below :

A -- I	(Rs. 2370) to A--II	(Rs. 2472)	3 years experience
A -- II	(Rs. 2472) to A--III	(Rs. 2532)	6 years experience
A -- III	(Rs. 2532) to A--IV	(Rs. 2718)	6 years experience
A -- IV	(Rs. 2718) to S--I	(Rs. 4280)	6 years experience
S -- I	(Rs. 4280) to S--II	(Rs. 4750)	5 years experience
S -- II	(Rs. 4750) to S--III	(Rs. 5700)	5 years experience
S -- III	(Rs. 5700) to S--IV	(Rs. 6650)	5 years experience

(A-I to A-IV and further upto S-IV indicate the levels within class-III including the supervisory levels).

Eligibility for promotion from S-I to S-II, S-II to S-III and S-III to S-IV in respect of those employees who possess less than laid down qualification is one year more than the specified period.

At the time of promotion to S-I level, individuals are given an option for shifting to executive cadre, subject to fulfilling the qualification requirement as per the existing recruitment and promotion regulations. They used to get two consecutive opportunities to appear in job oriented/professional tests and in the event of their qualifying the same, such employees are considered for executive cadre through assessment by interview. Persons who are not found suitable, are considered for promotion in the unionized channel (that is within the same Class III level) only and those who do not opt for shifting to executive cadre, will continue to be in the unionized category.

In case of Class-IV level the eligibility for promotion from one level to next higher level with the requisite experience is given below :

W-I (Rs. 2282)	to W-II (Rs. 2340)	3 years experience
W-II (Rs. 2340)	to W-III (Rs. 2370)	6 years experience
W-III (Rs. 2370)	to W-IV (Rs. 2472)	6 years experience
W-IV (Rs. 2472)	to W-V (Rs. 2532)	6 years experience
W-V (Rs. 2532)	to W-VI (Rs. 2718)	6 years experience
W-VI (Rs. 2718)	to W-VII (Rs. 4280)	6 years experience

(New Scale)

(W-I to W-VII indicate the levels within Class-IV)

Eligibility for promotion from W-V to W-VI and W-VI to W-VII in respect of those employees who possess less than laid-down qualification would be one year more than the specified period.

Suitability of eligible employees for promotion to next grade will be considered by the Departmental Promotion Committee keeping in view their service records, under the seniority-cum-fitness criteria.

Details of Promotion in ERBC during the year - 1997-1998 is given below :

Table - 3.7**Promotion during the year - 1997-1998****Promotion w.e.f. 1.1.97**

Class	No. of Empl. Eligible as on 1.1.97	No. of Persons Promoted	Remarks
III	507 (This includes 472 of Top of Class-III JE level to E-0)	116 (Promoted to E-0 level from JE)	Waiting for clarification from H.Q. on Modified Recruitment and Policy Regulation 1980 for other than JE's and equivalent and for other Class-III employees promotion (i.e. 507-472=35 cases)
IV	4	—	Waiting for clarification from HQR.

Table - 3.8**Promotion w.e.f. 1.1.97**

Class	No. of Employees Eligible as on 1.1.97	No. of Persons Promoted	Remarks
III (JE and equivalent)	Under process for promotion from JE and equivalent	—	For Q ₃ and less qualified personnel clarification awaited from HQR
III (Other than JE and equivalent)	Category not yet identified	—	Clarification awaited from HQR

Table 3.9 shows the various criteria for getting promotion in ERBC, ONGC as per opinion of the workers.

Table - 3.9
Criteria for getting Promotions

Sl.No.	Criteria for getting promotion	Workers	
		Nos.	%
1.	Qualification	37	24.67
2.	Honesty in Work	23	15.33
3.	Seniority	55	36.67
4.	Good job performance	29	19.33
5.	Caste membership	4	2.67
6.	Political influence	2	1.33
	Total	150	100

The table 3.9 reveals that the seniority is the most important criteria for getting promotion. The other three important criterions are qualification, good job performance and honesty in work. Only 2.67 Per cent of the workers are of the view that caste membership also plays important role in getting promotion. Only two workers (1.33%) think that employees do seek help of the politicians for getting promotion in ONGC.

Rank and Pay

In this study it was found that from W-I to W-VIII are Class IV workers where 'W' stand for 4th grade workers, 'A' stand for Assistant representing bottom level of 3rd grade worker and 'S' stand for supervisor which are representing the top level of Class-III workers. Therefore, it can be said that from W-I to S-IV, all were under worker category. They were non-executive and also sometimes referred as staff. Their pay scale in ONGC is open ended which means there is no last limit of getting other allowances as such. On the other hand officers or executives have closed ended pay structure. In executive category 'E' stand for executive and E-0 is considered as class II officer whereas from E-1 onwards they are placed as class-I officer in the hierarchy.

Staff/Worker/Non-Executive	Level	Scale of Pay (Pay per month excluding the other incentives/allowances) (Open Ended)
Class IV Workers	W - I	Rs. 2282/-
	W - II	Rs. 2340/-
	W - III	Rs. 2370/-
	W - IV	Rs. 2472/-
	W - V	Rs. 2532/-
	W - VI	Rs. 2718/-
	W - VII	Rs. 4280/-
Class III Workers	A - I	Rs. 2370/-
	A - II	Rs. 2472/-
	A - III	Rs. 2532/-
	A - IV	Rs. 2718/-
	Top of Class-III	Rs. 2802/-
	S - I	Rs. 4280/-
	S - II	Rs. 4750/-
	S - III	Rs. 5700/-
	S - IV	Rs. 6650/-

Executives :

	Level	Scale of Pay
Class II Officers	E - 0	Rs. 4500 — 7150
	E - 1	Rs. 5000 — 8275
Class I Officers	E - 2	Rs. 6000 — 9425
	E - 3	Rs. 7000 — 9600
	E - 4	Rs. 7500 — 9900
	E - 5	Rs. 8250 — 10050
	E - 6	Rs. 9000 — 10500
	E - 7 & E - 8	Rs. 9500 — 11500
	E - 9	Rs. 11500 — 13500

The above mentioned pay scales is still effective from 1.1.1992 to 31.12.1996 and the new pay scales were proposed which will effect from 1.1.97 which is likely to be implement in ONGC.

Regarding the occupational hierarchy of executives, Class III and Class IV workers, the following pay scales and designations will further give a clear picture of the organisational pay-structure of the organisation :

Pay Scales & Designation of Executives

Level	Scale of Pay	Designation
Class II Officer [E - 0	Rs. 4500 — 7150	Asstt. P&A officer/Asstt. Engineer/ Asstt. Geologist/Asstt. Chemist/Asstt. Geophysicist/Asstt. F&A officer.

Class I officer	E - 1	Rs. 5000 — 8275	P&A officer/Asstt. Executive Engineer /Medical officer/F&A officer
	E - 2	Rs. 6000 — 9425	Senior P&A officer/Senior IR officer/ Senior IE/Senior Medical officer/ Executive Engineer/Senior F&A officer
	E - 3	Rs. 7000 — 9600	Dy. Manager, (P&A, F&A, IR, IE) Dy. S.E., Medical Superintendent
	E - 4	Rs. 7500 — 9900	Manager (P&A/IR/IE/F&A/E&S) S.E, Dy. Chief Medical officer, Dy. Chief Legal Advisor
	E - 5	Rs. 8250 — 10050	Chief Manager (P&A, F&A, CE, Chief Legal Advisor, Chief Medical Officer)
	E - 6	Rs. 9000 — 10500	DGM (Health Service, C, Mech, D, P, Chemistry, E, P&A, F&A, Geology)
	E-7 & E-8	Rs. 9500 — 11500	GM, GGM
	E - 9	Rs. 11500 — 13500	Regional Director, Executive Director

Pay Scales and Designations - Class-III

Engineering Services/Draftsman/Geo-Science disciplines/Support Services (Para Medical/Other than Para-medical/Fire & Security) and so on.

Level	Pay Scale(open ended)	Prefix
A - I	Rs. 2370	Jr. Asstt. Tech
A - II	Rs. 2472	Asstt. Tech.
A - III	Rs. 2532	Junior Tech.
A - IV	Rs. 2718	Chargeman
Induction Level	Rs. 2802	Junior Engineer
S - I	Rs. 4280	Asstt. Foreman
S - II	Rs. 4750	Foreman
S - III	Rs. 5700	Sr. Foreman
S - IV	Rs. 6650	Chief Foreman

(Categories to be covered under the prefix are Plumbing, Mason, Electrical, P & A, Electronics, Telecom, Wireless, Instrumentation, Marine, Fitting, Machining, Diesel, Black Smith, Painting, Foundry, Carpentry, Production, Boiler, Transport, Auto, Upholstery, Dent Beating, Auto Electrical and so on).

Pay Scales and Designations-Class IV

Level	Pay scale (Open ended)	Designation
W-I	Rs.2282	Jr. Attendant
W-II	Rs.2340	Attendant Gd.III
W-III	Rs.2370	Attendant Gd.II
W-IV	Rs.2472	Attendant Gd.I
W-V	Rs.2532	Sr. Attendant Gd.II
W-VI	Rs.2718	Sr. Attendant Gd.I
W-VII	Rs.4280	Head Attendant

In the above mentioned designation of class IV workers, attendant may be replaced by Helper, Khalasi, Dresser and so on.

From the foregoing pages of this Chapter, the hierarchical division of labour in the organisation is clear. Regarding, the communication network inside the industry, it is found that the flow of information, the circulation of knowledge and the propagation and internalization of thoughts helps in achieving mutual understanding.

Workers in the present study are of the opinion that majority (95.34%) are aware of the day to-day happenings like progress of work, implementation of new schemes and different matters of the organisation. Table 3.10 shows the opinion of the workers of ONGC, ERBC.

Table - 3.10

Opinion about the awareness of the day to-day happenings of the organisation.

Sl.No.	Awareness of the day to day happenings of the organisation	Workers	
		Nos.	%
1.	To great extent	52	34.67
2.	To some extent	91	60.67
3.	Not at all	7	4.67
Total		150	100%

Table 3.11 reflects the sources for knowing about the affairs in the organisation :

Table 3.11

Sources of knowledge about the affairs in the organisation.

Sl.No.	Sources	Workers	
		Nos.	%
1.	Circulars / letters	30	20
2.	Superiors	87	58
3.	Colleagues	27	18
4.	Any other	6	4
	Total	150	100

From the 3.11 table, it is clear that highest number of the workers in the study, that is, 58 per cent used to get the information from their superiors, 20 per cent of the workers usually get informations from circulars/letters, whereas 18 per cent of them get information from their colleagues about the happenings in the organisation and only 4 per cent of the workers are of the opinion that they get information about the happenings in the organisations from journals like Black Gold Flash (House Journal of ONGC, ERBC), ONGC Reporter (The corporate Journal of the Oil and Natural Gas Corporation), Safety and Environment Bulletin (Operations Business group, ONGC, ERBC, NAZIRA), official records and from other media like newspapers, radio, television and so on.

The management cadre, that is, the manager were asked about their views on the staff strength of the ONGC in Sibsagar district. Table 3.12 reflects their views :

Table 3.12
Managers' opinion about staff
Strength of ONGC in Sibsagar District

Sl.No.	Staff strength	No.	%
1.	Too many	37	74
2.	Not enough	2	4
3.	Enough	11	22
Total		50	100

This table shows that 74 per cent of the managers have the opinion that staff strength of ONGC in Sibsagar district is too many whereas 22 per cent of them think that it has enough strength. On the other hand, 4 per cent of the managers are having the view that it is not enough

In the Executive Summary in Annual Report ONGC (1997-98), it is mentioned that the manpower strength of ERBC is gradually declining. The total manpower was 11,631 during 1993-94 and it is now 10,286. Approximately 12 per cent manpower has been reduced over a period of 4 years because of retirement of many employees. DBG, ERBC contains maximum percentage of manpower (29%) then followed by OBG and TBG (24%). For EBG and Co-ordination group, it is below 15 per cent. Also, it is mentioned that the representation of local manpower in the total manpower strength is about 83.4 per cent and in class III and IV it is above 97 per cent.

Figure - 3.7

BAR DIAGRAM SHOWING TOTAL MANPOWER (EMPLOYEES) STRENGTH OF ERBC GROWTH OVER LAST SIX YEARS

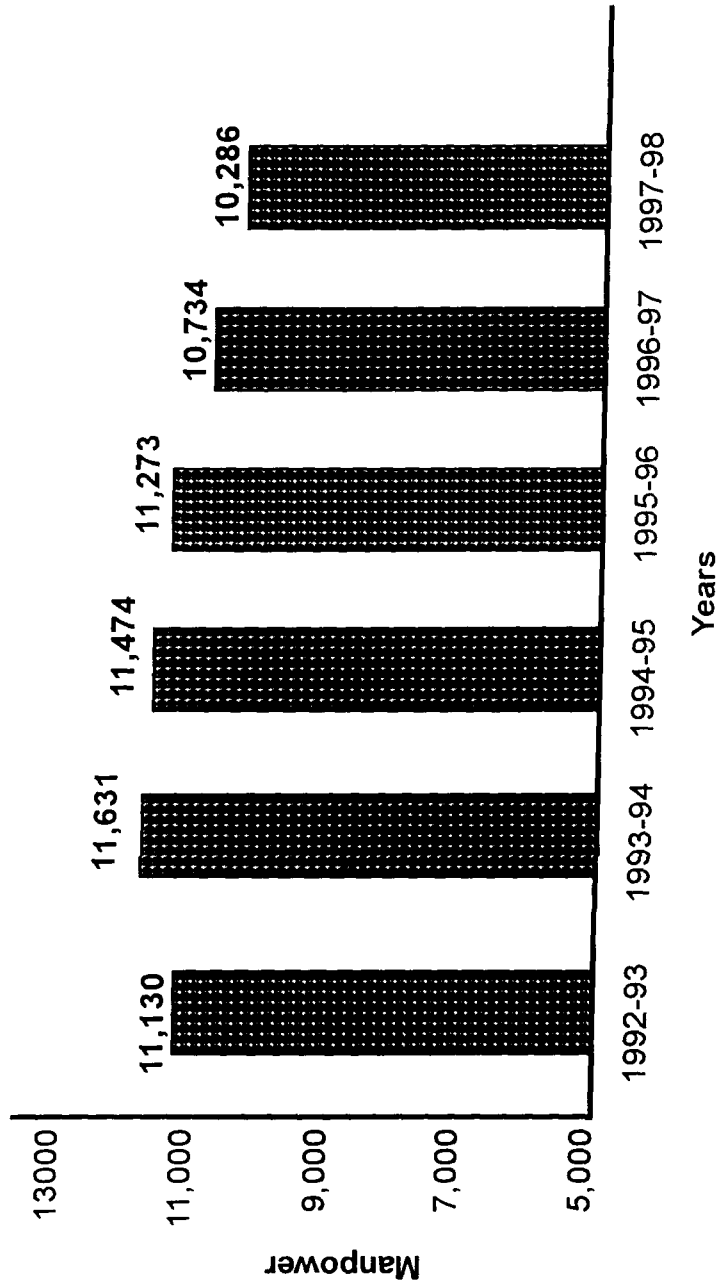


Figure - 3.8

PIE CHART SHOWING BUSINESS GROUP-WISE STRENGTH
(As on 01-04-1998)

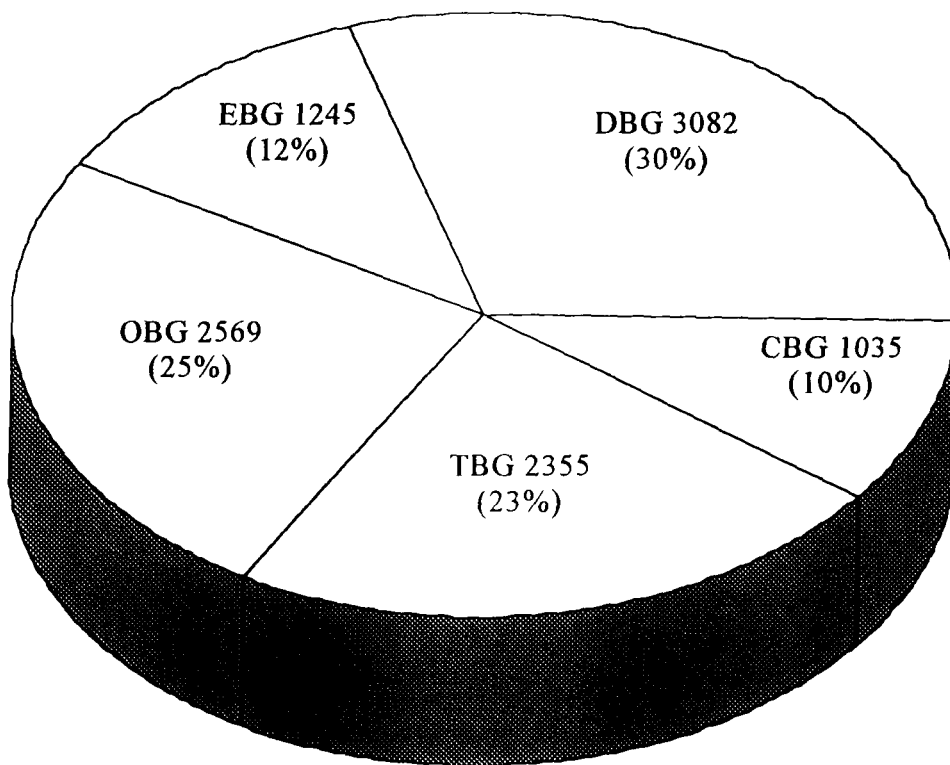


Figure - 3.9

**PIE CHART SHOWING PROJECT-WISE MANPOWER
(EMPLOYEES)
(As on 01-04-1998)**

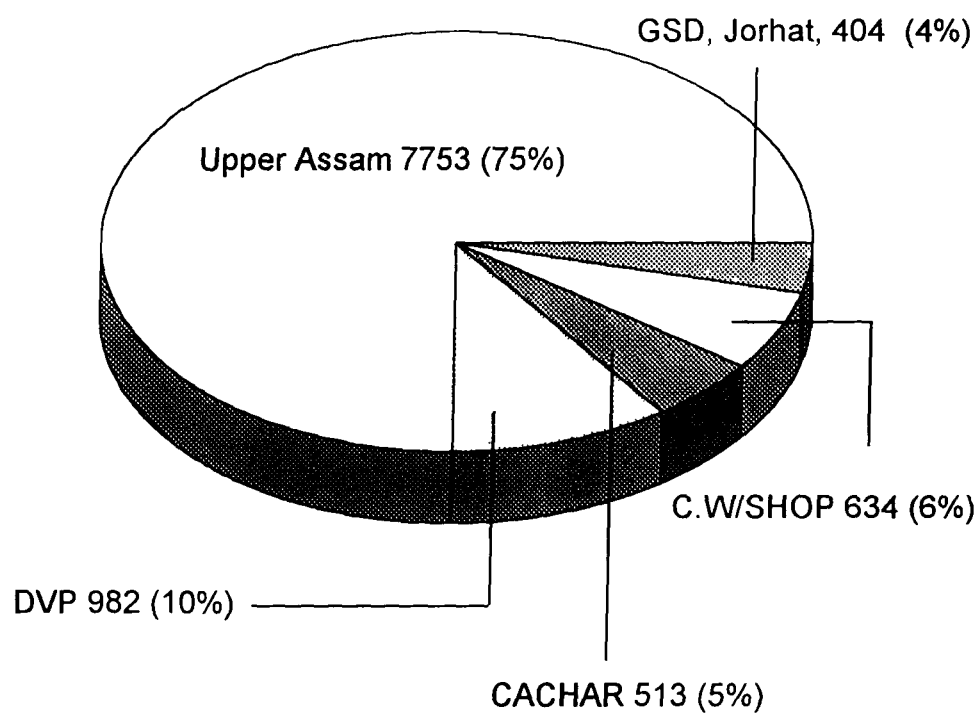


Figure - 3.10
BAR DIAGRAM SHOWING PROJECT-WISE/CLASS-WISE
MANPOWER (EMPLOYEES)
(As on 01-04-1998)

Class	Upper Assam	DVP	Cachar	C/W Shop	GSD
Class - I	2213	266	179	147	187
Class - II	963	153	65	48	22
Class - III	3368	425	224	341	158
Class - IV	1209	138	45	98	37

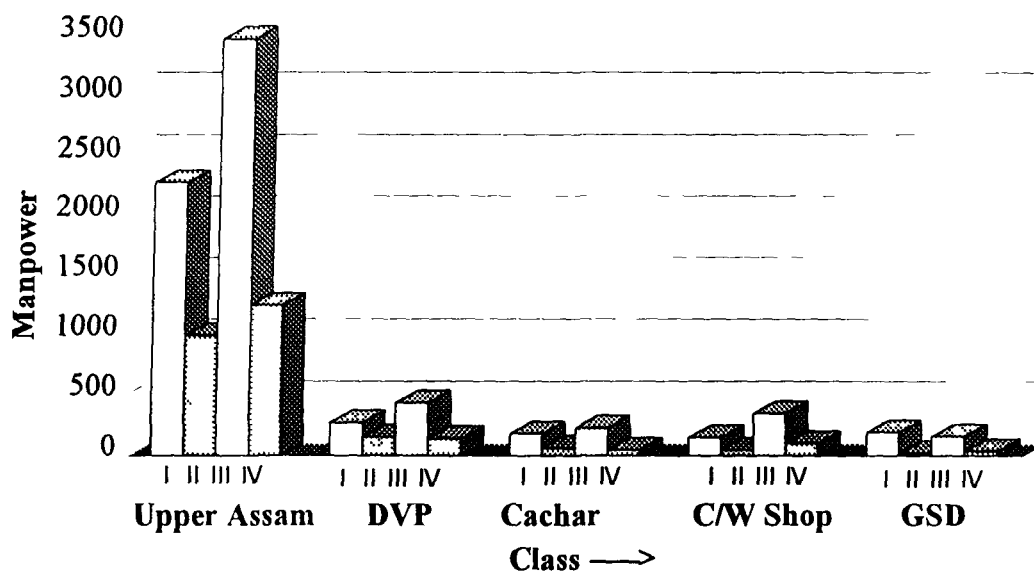


Figure - 3.11

**BAR DIAGRAM SHOWING SC/ST CLASS-WISE MANPOWER
(Employees) IN ERBC
(As on 01-04-1998)**

	Class - I	Class - II	Class - III	Class - IV	TOTAL
SC	250	101	325	194	870
ST	152	81	362	149	744
TOTAL	402	182	687	343	1614

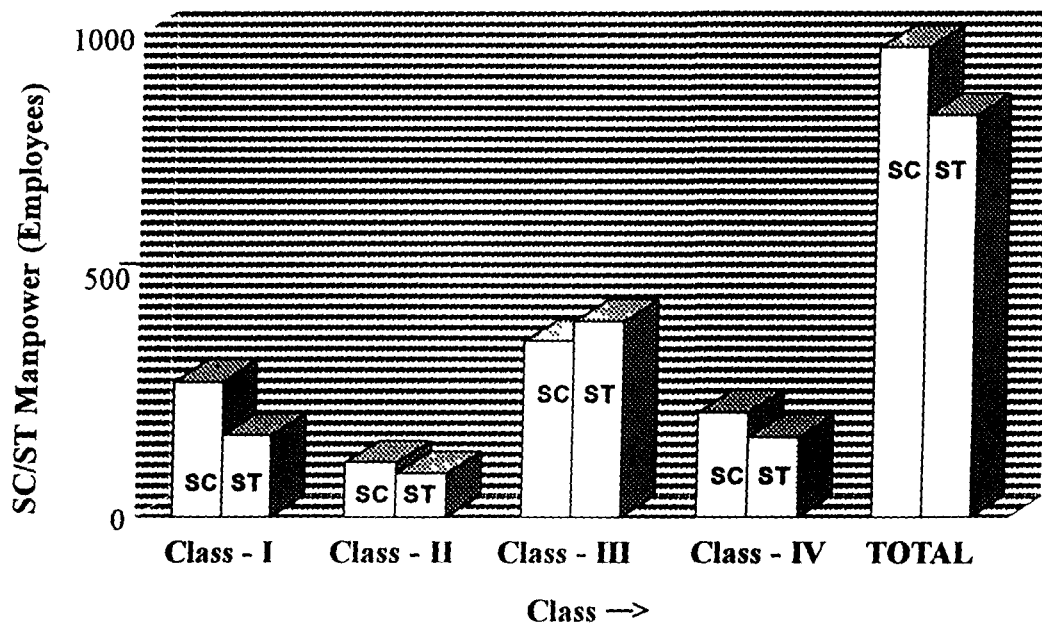


Figure - 3.12

**BAR DIAGRAM SHOWING CLASS-WISE LOCAL STRENGTH
IN ERBC
(As on 01-04-1998)**

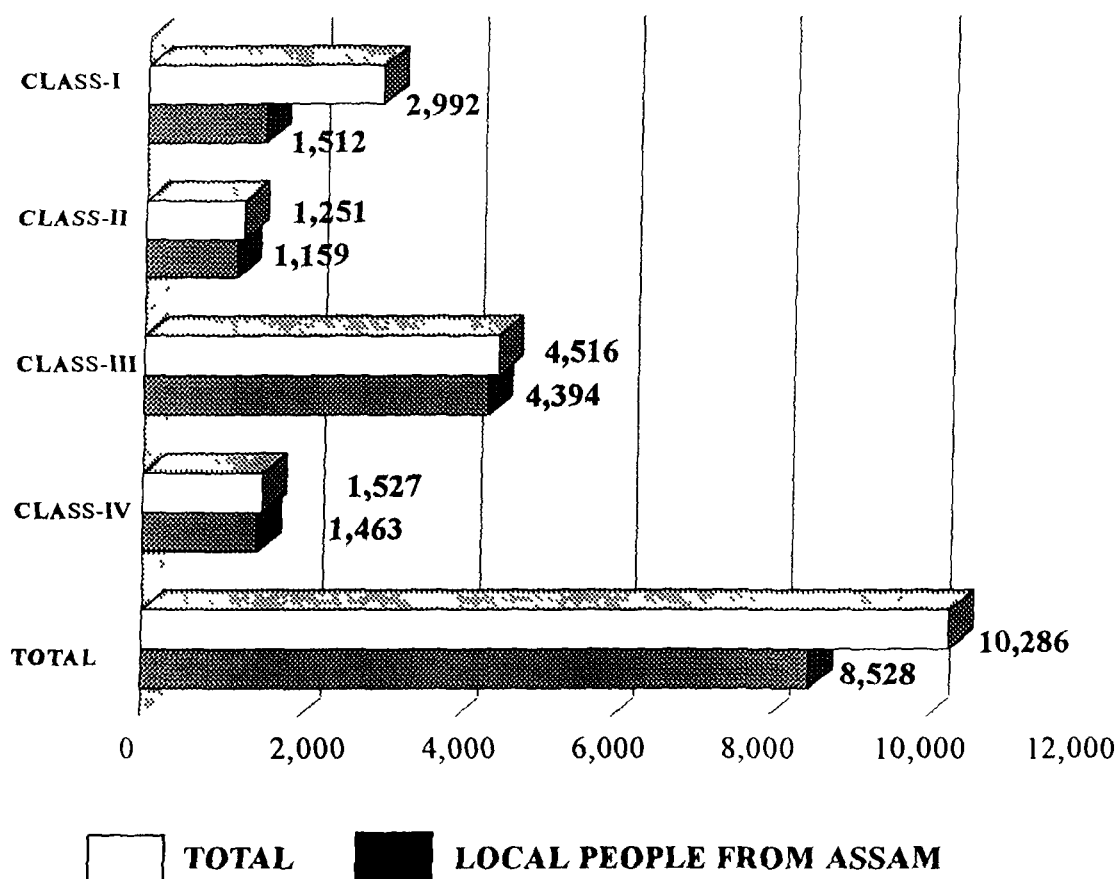


Figure - 3.13

A GRAPH SHOWING PERCENTAGE OF P&A TO TOTAL STRENGTH

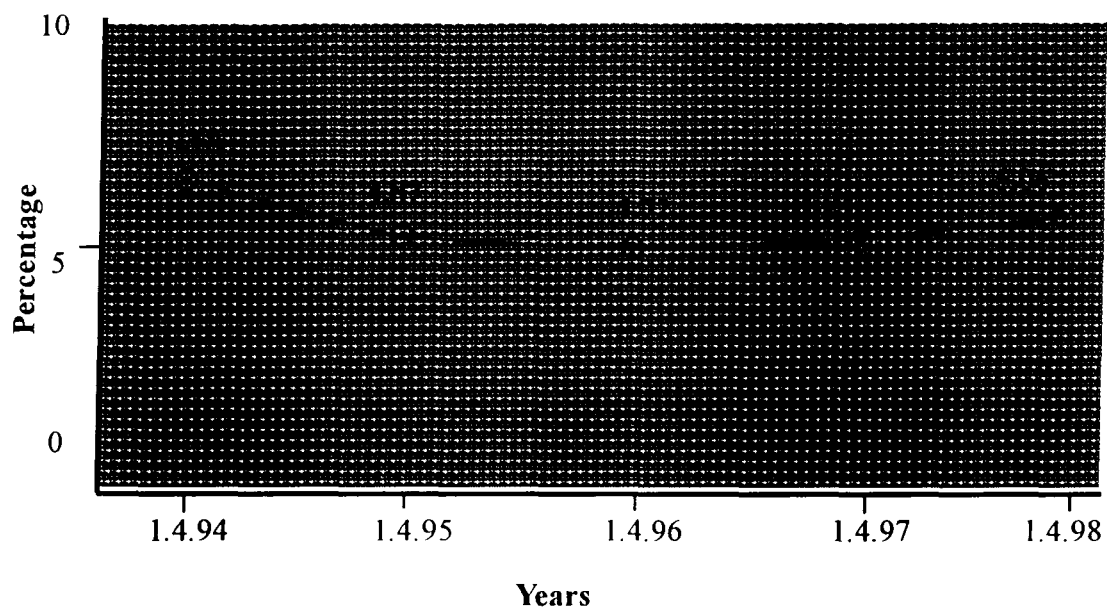


Figure - 3.14

**PIE-CHART SHOWING FEMALE STRENGTH IN ERBC
(As on 01.04.1999)**

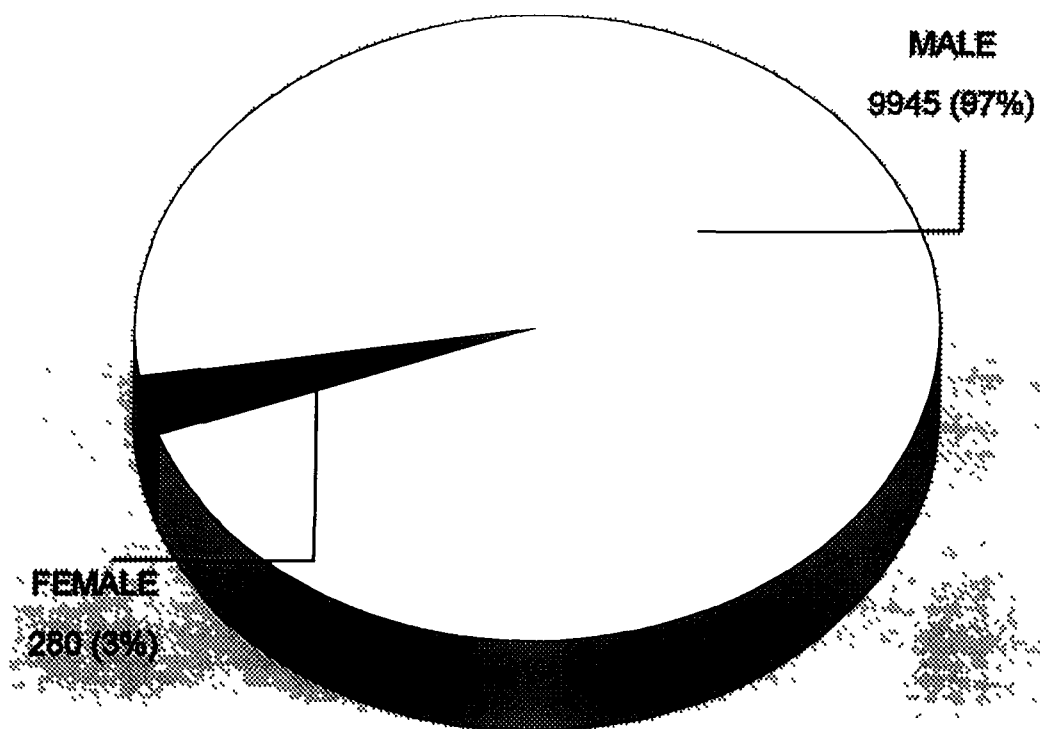


Table - 3.13
PROJECT /BUSINESS GROUP / CLASS WISE MANPOWER
(EMPLOYEES) STRENGTH IN UPPER ASSAM PROJECT
(As on 01-04-1999)

Project/Business Group	Class - I	Class - II	Class - III	Class - IV	Total
Assam Project					
EBG	337	39	171	144	691
OBG	811	366	971	296	2444
DBG	830	457	818	333	2438
TBG	299	124	704	250	1377
CBG	144	59	362	236	801
Total	2421	1045	3026	1259	7751
D.V. Project					
EBG	59	18	29	13	119
OBG	53	34	70	8	165
DBG	91	81	164	35	371
TBG	56	8	107	39	210
CBG	22	9	50	40	121
Total	281	150	420	135	986
Cachar Project					
EBG	37	5	8	8	58
OBG	10	3	9	8	24
DBG	60	33	105	6	204
TBG	37	5	44	16	102
CBG	20	4	48	12	84
Total	164	50	214	44	472
C/Workshop					
EBG	---	---	---	---	---
OBG	---	---	---	---	---
DBG	---	---	---	---	---
TBG	140	64	306	97	607
CBG	---	---	---	---	---
Total	140	64	306	97	607
GSD Jorhat					
EBG	199	18	155	37	409
OBG	---	---	---	---	---
DBG	---	---	---	---	---
TBG	---	---	---	---	---
CBG	---	---	---	---	---
Total	199	18	155	37	409

Table - 3.14
CLASSWISE SC/ST MANPOWER (EMPLOYEES) IN ERBC
 (As on 01-04-1999)

Category	Total Strength	SC	ST	%SC	%ST
Class - I	3205	249	140	7.769	4.368
Class - II	1327	199	99	8.967	7.460
Class - III	4121	239	270	5.799	6.551
Class - IV	1572	185	128	11.768	8.142
Total ERBC =	10,225	792	637	7.745	6.229

Table - 3.15

PROJECT-WISE NATIVE STATE POSITION
(As on 01-04-1999)

Project	Total Manpower	Employee posted is their native state	% of Total Strength
Upper Assam	7751	6401	82.582
D.V. Project	986	772	78.296
Cachar Project	472	324	68.644
C/Workshop	607	555	91.433
GSD Jorhat	409	296	72.371
Total ERBC =	10,225	8348	81.643

Table - 3.16
PROJECT / CLASS-WISE SC/ST, FEMALE, NATIVE (From the State of Assam)
MANPOWER (EMPLOYEES) STRENGTH OF ERBC
 (As on 01-04-1999)

Project	Class - I			Class - II			Class - III			Class - IV			Total							
	SC	ST	FEML NAT	SC	ST	FEML NAT	SC	ST	FEML NAT	SC	ST	FEML NAT	SC	ST	FEML NAT					
Upper Assam	200	104	35	1252	104	75	35	980	154	120	103	2956	146	76	57	1213	604	375	230	6401
D.V.P.	13	15	6	132	3	14	1	134	28	91	18	383	16	42	3	123	60	162	28	772
Cachar	16	6	1	39	6	8	3	46	20	26	3	206	11	1	3	33	53	41	10	324
CWS	9	4	1	102	3	1	1	62	22	22	1	301	10	4	--	90	44	31	3	555
GSP	11	11	2	01	3	1	2	17	15	11	5	151	2	5	--	37	31	28	9	296
Total ERBC	249	140	45	1616	119	99	42	1239	239	270	130	3997	185	128	63	1496	792	637	280	8348

Table - 3.17
STATEMENT SHOWING PROJECT WISE EMPLOYEE POSTED IN THEIR NATIVE STATE
 (As on 01-04-1999)

Category	Upper Assam		D.V. Project		Cachar Project		C. Workshop		GSD Jorhat		Total ERBC%		
	Total	% Native	Total	% Native	Total	% Native	Total	% Native	Total	% Native	Total	% Native	
Class-I	2421	1252	281	132	164	39	140	102	199	91	3205	1616	50.42
Class-II	1045	980	150	134	50	46	64	62	18	17	1327	1239	93.368
Total Officers	3466	2232	431	266	214	85	204	164	217	108	4532	2855	62.996
Class-III	3026	2956	420	383	214	206	306	301	155	151	4121	3997	96.991
Class-IV	1259	1213	135	123	44	33	97	90	37	37	1572	1496	95.165
Total Staff	4285	4169	555	506	258	239	403	391	192	188	5693	5493	96.486
Grand Total	7751	6401	986	772	472	324	607	555	409	296	10225	8348	81.643

Table - 3.18
PROJECT / LEVEL WISE MANPOWER (Employees)STRENGTH
 (As on 01-04-1999)

Pay Scale/Level	Upper Assam	D.V. Project	Cachar Project	Central Workshop	Geo. Sc. Jorhat	Total ERBC
Class I						
Rs. 11500 - 13500	E 9	1	----	----	----	1
Rs. 9500 - 11500	E 8	2	----	----	----	2
Rs. 9500 - 11500	E 7	7	1	----	1	11
Rs. 9000 - 10500	E 6	29	2	1	2	37
Rs. 8250 - 10050	E 5	79	5	3	8	105
Rs. 7500 - 9900	E 4	319	33	6	40	430
Rs. 7000 - 9600	E 3	509	38	39	66	710
Rs. 6000 - 9425	E 2	850	53	38	48	1104
Rs. 5000 - 8275	E 1	625	32	53	34	805
Total Class - I =		2421	164	140	199	3205
Class II						
Rs. 4500 - 7150	E 0 =	1045	50	64	18	1327

(Contd . . .)

(Contd . . . Table 3.18)

Pay Scale/Level	Upper Assam	D.V. Project	Cachar Project	Central Workshop	Geo. Sc. Jorhat	Total ERBC
Class III						
Rs. 2802 -	S 5 41	8	----	----	1	50
Rs. 2718 -	S 4 1925	201	122	237	97	2582
Rs. 2532 -	S 3 672	131	79	64	36	982
Rs. 2472 -	S 2 342	77	13	5	21	458
Rs. 2370 -	S 1 46	3	----	----	----	49
Total Class - III =	3026	420	214	306	155	4121
Class IV						
Rs. 2472 -	W 3 696	12	27	76	19	830
Rs. 2370 -	W 2 343	11	14	17	11	396
Rs. 2340 -	W 1 330	112	3	4	7	346
Total Class - IV =	1259	135	44	97	37	1572
Grand Total	=	7751	472	607	409	10225

As regards the ONGC'S Conduct, Discipline and Appeal rules, it is elaborated as follows :

ONGC (Conduct, Discipline & Appeal) rules, 1994

Following penalties may, for good and sufficient reasons, be imposed on an employee who is found guilty of misconduct or a breach of any regulations/ rules or orders made by the corporation or by any authority empowered in that behalf.

Nature of Penalties

Minor

- (i) Censure
- (ii) Withholding of increment(s) with or without cumulative effect;
- (iii) Withholding of promotion; and
- (iv) Recovery from pay or dues of whole or part of pecuniary loss caused due to negligence of the employee or breach or orders.

Major

- (i) Reduction to a lower stage in the time scale of pay for a specified period with directions whether increments will be earned and whether on expiry of such reduction, it will have effect of postponing future increments of pay.
- (ii) Reduction to a lower time scale of pay, grade, post or service which is ordinarily be a bar to promotion of the employee to the time scale of pay, grade, post or service from which he/she was reduced.
- (iii) Compulsory retirement.
- (iv) Removal from service which is not a disqualification for future employment; and

- (v) Dismissal from service which is disqualification for future employment under the corporation.

Disciplinary Authority

- (i) Penalties may be imposed by Appointing Authority or any authority subordinate to it, empowered by corporation. Penalty on employees on deputation terms, are imposed after consultation with the Disciplinary Authority with respect to his/her substantive post.
- (ii) Major penalty is imposed by an authority not lower than the Appointing Authority.
- (iii) The Corporation or other empowered authority may :
- (a) Institute disciplinary proceedings against any employee, and
- (b) Direct a discipline authority to institute disciplinary proceeding against any employee on whom he/she is competent to impose any penalty.

During the year 1997-98, eight disciplinary cases and two suspension cases have been settled. The status is as under :

Table 3.19

Disciplinary and Suspension Cases

Sl. No.	Nature of Cases	No. of Cases as on 1.4.97	Initiated during 1997-98	Settled during 1997-98	Pending an on 31.3.98
1.	Disciplinary	7	7	8	6
2.	Suspension	9	1	2	8

Table 3.19 shows that there were all together 14 (7+7) disciplinary cases and 10 (9+1) suspension cases. Out of which eight disciplinary cases and two suspension cases were settled. Thus six disciplinary and eight suspension cases remains pending.

Apart from the table 3.19, we also like to discuss in details of few interesting cases relating to ONGC'S Conduct, Discipline and Appeal rules which are given below :

1) Suspension Case :

Case of a delinquent Employee :

Domestic Enquiry into the charges leveled against Shri Rotneswar Bora, Security Inspector Grade I Vide Memorandum No. NZR/5/1/92(D&A)/122-123 Dated 12.01.93.

Article of Charge :

Shri Rotneswar Bora (Security Inspector Gd.I) was charge-sheeted by the management of the ONGC for the alleged theft of one Ambassador Car Registration No. AME-1229 from the ONGC Complex Nazira on 22.12.92.

Enquiry Proceedings :

Shri V.K. Jain C.E.(D) was appointed as enquiry officer by the management of ONGC, while Shri Dhiren Dutta Sr.Dy. Director (P&A) was appointed as presenting officer and Shri A.C. Hazarika, General Secretary, ONGC workers' Association acted as defence counsel. The enquiry was held on 30.9.93,

12.10.93, 26.10.93, 29.10.93, 15.12.93 and 22.12.93. During the proceedings of the enquiry the following persons were examined/cross examined and their statements were recorded by the presenting officer, Defence Counsel and the enquiry officer :

- 1) Shri N.N. Taye, Addll. Dir.(CC) now G.M.(P&A)
- 2) Shri N.C. Gogoi, Sr. Dy. Director (Security)
- 3) Shri P.K. Duarah, Driver of the Car No. AME-1229
- 4) Shri A.M. Choudhury, Operator Gd. III
- 5) Shri Tukheswar Boruah, AHG
- 6) Shri Prabin Buragohain, AHG
- 7) Shri Ratneswar Borah, Security Inspector Gd. I

Findings of the Enquiry :

The enquiry officer found that Sri Ratneswar Borah was guilty of the charge on the following grounds.

That Sri Bora was fully responsible for the main Security Gate ONGC Complex NZR during his duty period from 1400 hrs. to 2200 hrs. on 22.12.92 and under no circumstances he could avoid his responsibilities on account of having been occupied with detailment of the duty to the Security Personnel for next shift

Commenced from 2200 hours on 22.12.92. The Supervision of proper checking/recording of both outgoing and incoming vehicles including strict checking of identity cards of drivers by the Assam Home Guards (AHGs) was full responsibility of the Security Inspector concerned.

STATEMENT OF DEFENCE BY THE DEFENCE COUNSEL

Mr. A.C. Hazarika (G.S., ONGC Workers' Association) appeared as defence counsel for Shri Rotneswar Bora, Security Inspector Gd-I, ID No. 18340 in the enquiry proceedings which were conducted on 30.9.93, 12.10.93, 26.10.93, 29.10.93, 15.12.93 and 22.12.93.

The following personnels were examined/cross examined are as under:

- (a) Shri Rotneswar Bora, Security Inspector Gd-I was in duty on 22.12.92 from 1400 hrs. to 2200 hrs. in the main gate at Nazira ONGC complex. It was confirmed that his duty was not only confined only in the main gate but also his duty was to check the all other security points numbering more than 19 inside the Nazira colony. He was only the Security Inspector on duty in the main gate.
- (b) The main gate was manned by Assam Home Guards. The in and out registers were maintained by A.H.G. It was confirmed that instruction were given by Shri Rotneswar Bora for check in and check out of vehicles.
- (c) The Car No. AME-1229 was out at 2130 hrs. The AHG Shri Probin Buragohain posted there did not record the name and address of the driver of the Car AME-1229. Only an illegible signature was put in the register.
- (d) Shri Rotneswar Bora, S.I. Gd-I was in the Security Ghomti at that time and he was busy with detailing the duties of the reporting guards for night shift.

- (e) No record was available in the main security gate regarding the number of departmental vehicles alongwith the vehicle Number which are/were normally parked inside the main Office Campus.
- (f) No record of names and address of the drivers of the departmental vehicles are/were available in the main gate.
- (g) Before the Car No. AME-1229 was stolen away, another Car AME-1169 was stolen away from the main Office Campas through the same gate. No precautionary measures were taken up by the department concerned. And nobody was fixed responsible for the earlier theft case.

Keeping in view the above facts it reveals that (a) Shri Rotneswar Bora was not at all responsible for the theft case of vehicle No. AME-1229. (b) Shri Probin Buragohain A.H.G. did not check the vehicle properly while the car went out inspite of having instruction from the security inspector on duty at the main gate. (c) There was faulty at the system by which main gate was manned. The system itself had the faulty which were not taken care of by head of the Security Department.

Hence the charges brought against Shri Rotneswar Bora, S.I. Gd-I could not be proved. Therefore he should be set free from the charges framed against him.

Based on the report of the enquiry and from the defence counsel the management of ONGC reinstated Sri Ratneswar Bora in the service. It is a fact that ONGC Workers' Association helped several workers who were suspended during 1969 to 2000 by reinstated them in their service. ONGC Workers'

Association played the role of providing a defence counsel to defend such cases.

Some of the workers who were reinstated during 1969 to 2000 were :

- | | | | |
|-----|----------------------|---|----------------------------|
| 1. | Sri Basanta Bora | - | Central work shop |
| 2. | Sri Sundar Gohain | - | Central work shop |
| 3. | Sri Jogeswar Gohain | - | J/T (P) wor |
| 4. | Sri Bipin Gogoi | - | Khalasi, DBG |
| 5. | Sri Rotneswar Bora | - | SI. II Security, NZR |
| 6. | Sri Dipu Mech | - | Helper (Auto) |
| 7. | Sri Lal Ali | - | Supp. (TPT) |
| 8. | Sri Hem Handique | - | Supp. (TPT) |
| 9. | Sri K. Dutta | - | Khalasi (TPT) |
| 10. | Sri Pabin Hazarika | - | AG-II (Medical) |
| 11. | Sri Bimal Konwar | - | Lab. Asstt. (Medical, NZR) |
| 12. | Smt. Nirumoni Phukan | - | AG-III |
| 13. | Smt. Moni Dutta | - | SK III |
| 14. | Sri P.N. Gogoi | - | SK-II, DVP |
| 15. | Sri Raju Dutta | - | J/T (E) |
| 16. | Sri Brajan Das | - | Security, Supp. II |
| 17. | Sri Manik Ali | - | Supp. TPT |

2) Case of Misconduct :

Sri Joygeswar Gohain, Asstt. Tech. (Diesel), I.D. No. 54952, ONGC Sibsagar was suspended during May 1993 by management of ONGC and after amicably settling the issue with Sri M.L. Sharma, E.E. (Elect) through ONGC Workers' Association, Sri Joygeswar Gohain was reinstated in the service.

Highlight of the Case

Sri J. Gohain used to reside in Quarter No. A-224. On 14.5.93 he got some important guests from the city in his house in the evening. Initially, the lights were going off intermittently due to electricity failure, but after 8.30 P.M. there was no light at all. Since he had some important guests at his residence he was getting restless and he saw most of the parts of the colony having light except his residence. Somehow, he managed to see of his guests around 9.00 P.M. and he went to the generator house to find out why only areas of his house was in dark for so long. Then he got a evasive reply from the persons working at generator house.

He therefore, asked them to take him to their Executive Engineer's (Electrical) residence as he did not know his house. They took him to his house. When he went to the house of Shri M.L. Sharma, E.E. (Elect) he knocked at his door. He came out from the room and was rather impolite as to why he was there. Since Shri J. Gohain had a very upset mind due to feeling let down in front of his honourable guests and as he had no sympathetic consolation from the E.E. (E), Shri J. Gohain had raised his voice on the E.E. (E) unknowingly. Shri M.L. Sharma had a torch in his hands which perhaps due to darkness and shouting on each other had fallen down and broken, but in the mean time he got warning from the E.E. (E) for action against Shri J. Gohain on which he left the place by saying the E.E. (E) that he was at liberty to do whatever he wanted.

On 15.5.93, Shri M.L. Sharma submitted a complaint against Sri Joygeswar Gohain, Asstt. Tech. (Diesel) for misbehaving with him and eventually he was suspended.

3) Suspension case due to negligence of Duty :

ONGC management through order No. NZR/5/2/93/D&A dated 16.08.93 had suspended Shri Gokul Garait, Khalasi Gd. I, I.D. No. 32242 because he was absent of his duty at Nazira water treatment plant on the night of 13.08.93 without informing his higher authority.

On the same order Shri N.C. Gogoi, Khalasi Gd. I, I.D. No. 32122 was suspended for his negligence for his duty on the same night at Nazira water treatment plant. Shri N.C. Gogoi was supposed to start motors inside the water treatment plant from 1.00 A.M. which he failed to do so.

Both of them were reinstated on the ground that Shri Gokul Garait had produced medical certificate in original for his suffering during that day from fever and as he reside at Tengapukhuri Moran gaon and attend to his duties at Nazira water treatment plant therefrom, he could not send intimation in time. On the other hand, regarding starting of the motors from 1.00 A.M., Shri N.C. Gogoi (acquised) state that the voltage supplied to the water treatment plant is erratic and not always sufficient to operate the motors. On that night the motors were started at 1.00 A.M. but due to low voltage the motors did not work properly and the motors were stopped and started again at 4.00 A.M. when adequate voltage was available.

4) Removal Case :

Whereas Smti. Nirumoni Phukon, A.G.III Id. No. 63448 was unmarried at the time of her joining the Commission on 3.4.84 as Khalasi Gd. III. 02. And whereas on her appointment to the post of AG-III, she had submitted a written declaration dated 28.4.89 confessing that she is married to person who has already a wife living.

03. And whereas, Smti. Phukon had also submitted an application dated 29.4.89 praying for grant of exemption for having married a person who has already a wife living.
04. And whereas Smti. Phukon was called upon to explain as to why disciplinary action should not be taken against her under Regulation 27 of ONGC (CDA) Regulations, 1976 for contracting a marriage with a person having a spouse living.
05. And whereas Smti. Phukon has submitted her explanation dated 31.5.89 justifying her action for bigamy and pleading her ignorance about the relevant ONGC (CDA) Regulations.
06. And whereas the regional director has come through her aforesaid explanation and found the same unsatisfactory.
07. And whereas, for reasons as stated in para 6 a 'Show Cause Notice' dated 1.9.89 was served on her calling upon her to show cause as to why she should not be 'Dismissed' from the service in terms of Regulation 34(ix) of ONGC (CDA) Regulations, 1976 for violating the provision of Regulation 27(1) (a), Which states that no employee shall enter into or contract, a marriage with a person having a spouse living.
08. And whereas Smti Phukan has submitted her reply dated 11.12.89 to her aforesaid show cause notice.
09. And whereas the regional director has carefully gone through her reply and found it quite unsatisfactory.
10. In view of the facts and circumstances of the case, the regional director in exercise of his powers and taking a lenient view has imposed upon her the penalty of 'Removal' from the service of ONGC instead of 'Dismissal' and confirm the same with effect from 7.3.1990.

11. Accordingly, the name of Smti Nirumoni Phukon, A.G.-III stands struck off from the roll of the commission from the date of issue of this order.

Subject : Enquiry into charge against Smti Nirumoni Phukon, Asstt. Gd. III
ID. No. 63448 vide Memorandum No. NZR/ESTT/PF/12(12844)/84-
D&A Dated June'94.

Ref. : Dhiren Dutta, Sr. Dy. Director (P&A) was appointed as Presenting
Officer to present the case in the above subject enquiry vide order
No. NZR/ESTT/PF/(12844)/84-D&A/dated 12/09/94.

The Presenting officer presented the case during the enquiry held in
presence of Shri W.A. Khan, SE(P), Enquiry Officer and Shri Atul Hazarika,
Defence Counsel on following dates :

- (1) 10/10/94 - Preliminary Hearing
- (2) 17/10/94 - Second Hearing
- (3) 15/12/94 - Final Hearing

02. During the course of enquiry Shmti Phukon admitted of having
received the subject memorandum but denied all charges on following grounds :

- (a) She admitted that she married Shri Budhin Gogoi on 05/
1/89 and submitted the following documents.
 - (1) declaration dated 03/08/84 declaring herself unmarried at
the time of joining ONGC on 02/08/94.
 - (2) declaration dated 28/04/89 after marriage with Shri Budhin
Gogoi on 05/1/89.
 - (3) Modification of CPF nomination dated 28/4/89 nominating
Shri Budhin Gogoi.

- (4) Application dated 29/04/89 requesting for exemption for having married a married person.
- (5) Application dated 19/07/94 stating that she married Shri Budhin Gogoi on getting assurance from him that he was unmarried and she came to know later on that he was a married person.

03. During the Course of enquiry it reveals that

(1) Smti Phukon married Shri Budhin Gogoi as per will of her parents but unaware at that time that he was a married person.

(2) Shmti Phukon was kept in a separate house after her marriage and shifted to the original house of Shri Budhin Gogoi in April'89 where she came to know that he was a married person having a living wife and two daughters.

(3) Shmti Phukon was no knowledge of conduct discipline and appeal (CDA) Regulations but was aware of the provision forbidding a employee to marry a married person. She therefore submitted an application dated 29/04/89 requesting for grant of exemption for married a married person.

(4) Shmti Phukon has socially divorced her husband having been leaving with her parents since January 1991.

(5) Shmti Phukon is having intention to marry again if she gets a suitable match.

04. Taking all her statements into consideration during the course of enquiry, it appears that -

(1) Shmti Phukon takes the plea of being unaware that Shri Budhin Gogoi was a married person at the time of marriage with her.

(2) Factually, the entire family members including bride herself would enquire all aspects, that is, nature/financial sources/marital status about the groom before taking final decision for entering into marriage with him.

(3) In conclusion, it is established that Smti Phukon married a married person under whatever may be the circumstances and her plea of being unaware of earlier marriage of Shri Budhin Gogoi does not appear to be convincing.

Defence Statement of the Defence Counsel (A.C. Hazarika, G.S. ONGC Workers' Association) in the case of Shrimoti Nirumoni Phukon, AG-III, CPF No. 63448.

Shrimoti Nirumoni Phukon was kept under suspension on 07.03.90 on the charges that Srimoti Nirumoni Phukon, AG-III was got married to a married person having Spouse living.

In the course of examination, it has been established that :

1. Shrimoti Nirumoni Phukon, AG-III did not know that the man Shri Budhin Gogoi by name who married her was a married person.
2. She came to know the facts that Shri Budhin Gogoi was already a married man after three months of her marriage with Budhin Gogoi. For the whole three months she was kept separately.
3. It was also a fact that she was married at the will of her old parents.
4. Shrimoti Phukon did not have any knowledge about ONGC(CDA) Regulations, but as per the provision IV of the Marriage Declaration Form, she requested for exemption for married a married person.

Shrimoti Phukon divorced her husband socially and has been living with her parents since January, 1991, she does not have any issue also.

The fact remains that under some special circumstances, Shrimoti Phukon was compelled to get married with a married person. Being a employee of a Public Sector, she also did not know the provisions of the CDA Regulations earlier to her marriage. The clause IV of the marriage declaration form itself is contradictory and confusing.

Taking into consideration all the above aspects, it is established that Shrimoti Phukon is not directly guilty for the mistake she had committed. In a true sense she was betrayed.

So it is requested by the defence counsel that her case may be considered sympathetically for reinstatement in her post. Natural justice should not be denied to her.

Based on the report of the enquiry and from the report of defence counsel, the management of ONGC reinstated Smti Nirumoni Phukon in the service.

Grievance Procedure

The corporation has adopted the grievance procedure agreed to by the Tripartite Indian Labour Conference, with suitable amendments.

The Grievance Committees are functioning satisfactorily in all the projects of the Corporation. These committees consist of two representatives of the corporation and two representatives of the workmen/employees. The representatives of the corporation on these committees are nominated by the head of the project/office concerned; the representatives of workmen/employees are nominated by the recognised unions.

There is also a system where an employee can go straight to the higher authorities on a "Grievance Hearing Day" without seeking anybody's permission, to ventilate grievance.

All efforts are made to settle the grievances expeditiously. Suggestion from workers for improving the procedure are also discussed and implemented if these are found acceptable.

With a view to ensuring speedy disposal of grievances of employees whose grievances have not been settled after following normal procedure, an 'Appeals Committee' has been formed at Headquarter.

This 'Appeal Committee' has its sittings, at periodical intervals, at various work centres, when it looks into the individual grievances pertaining to service matters like salary, leave, promotion, seniority and so on. Imposition of punishment under ONGC (Conduct, Discipline and Appeal) Rules does not form part of grievances under this procedure.

An aggrieved employee, whose grievance has not been settled, after following normal procedure, within 3 months of the date of submission of his/her grievance, may address his/her grievance direct to head Industrial relations (IR), Directorate of Personnel (Tel Bhavan, Deharadun) giving full facts and details of the case and another copy to the Head of office/Project/Region concerned, as the case may be.

Table 3.20 shows some of the court cases pending in Guwahati high court as on 01.01.98

Table - 3.20

Court Cases Pending in Guwahati High Court as on 01.01.98

Sl. No.	Nature of Cases	Cases as on 01.04.97	Cases Decided	Cases Filed	Cases as on 01.01.98
1.	Service Matters	45	7	3	41
2.	Arbitration (disciplinary)	1	1	--	--
3.	Commercial Matters (Contract & tenders)	9	4	4	9
	Total	55	12	7	50

In the table 3.20, in case of service matters there were all together 48 (45+3) cases out of which 7 were decided and 41 remains pending in Guwahati high court as on 01.01.98. Similarly there was a single case of arbitration and it was decided and in case of commercial matter there were a total of 13 (9+4) cases and four of them were decided. Hence only nine remains pending in the Guwahati High Court.

Table 3.21 reflects some of the cases disposed of during the period from 1.4.97 to 31.3.98 :

Table 3.21
Cases Disposed of During the period from 1.4.97 to 31.3.98

Sl. No.	Cases No and Parties	Nature of Case	Remarks
1.	Civil Rule (CR) No. 2737/1995 A. Ahmed Vs ONGC	Service	Against ONGC
2.	Civil Rule (CR) No. 6180/1997 OCL Vs ONGC	Commercial	In favour of ONGC
3.	Civil original Petition (Contempt) 426/1995, C.R. Gogoi Vs ONGC	Service	In favour of ONGC
4.	Writ Petition (W.A) No. 29/1995, C.R. Gogoi Vs ONGC	Service	In favour of ONGC
5.	Civil Rule (CR) No. 358/1993 R.C. Majumdar Vs ONGC	Service/ Disciplinary	In favour of ONGC
6.	Civil Rule (CR) No. 2687/1995 Ex. Serviceman Telecom. Association Vs ONGC	Service Regularised	Partly in favour of ONGC
7.	Civil Rule (CR) No. 5748/1997 M. Gogoi & others Vs ONGC	Service	In favour of ONGC
8.	Civil Rule (CR) No. 5744/1997 ONGC Contingent	Service	In favour of ONGC
9.	Civil Rule (CR) No. 3864/1996 M/s Anchalik Kumarkatu Samity	Commercial / Tender	In favour of ONGC
10.	Writ Petition (W.A.) No. 455/1997 M/s Anchalik Kumarkatu Samity	Commercial/ Tender	Against ONGC
11.	Civil Rule (CR) No. 891/1997 M/s NE Drilling & Work Service	Commercial / Tender	In favour of ONGC
12.	M/s Hotel Paradise Vs ONGC	Arbitration	Against ONGC

Some of the grievances pending at corporate grievance committee, Dehradun pertaining to ERBC, as on 31-10-99 were related to :

- 1) Promotion of an employee 'X' to the post of AEE (Drilling) w.e.f. 01-01-85 and EE (Drilling) w.e.f. 01-01-91 at par with other colleagues.
- 2) Pre-ponement of promotion of an employee 'X' to the post of Sr. M.M. officer w.e.f. 01-01-91 instead of 01-01-93.
- 3) Pre-ponement of promotion of an employee 'X' to the post of AE (M) w.e.f. 01-01-82 instead of 01-01-86.
- 4) Getting two incentive increments by an employee 'X' w.e.f. 01-01-94 for attaining higher qualification i.e., Ph.D. in Political Science.
- 5) Pre-ponement of promotion of an employee 'X' to the post of AE (Auto) w.e.f. 01-01-87 instead of 01-01-89 and release of next promotion to AEE (Auto) w.e.f. 01-01-93.
- 6) Pre-ponement of promotion of an employee 'X' to the post of Asstt. Geologist w.e.f. 01-01-86 instead of 01-01-88 and resultant benefits in subsequent promotions.
- 7) Pre-ponement of promotion of an employee 'X' to the post of AE (P) at par with his juniors who have joined as CM(P) in February 82 and promoted to AE (P) w.e.f. 01-04-82 whereas Mr. X has got promotion to AE (P) w.e.f. 01-01-85. So, he request for justice.
- 8) To fix seniority of an employee 'X' at par with his batch mate of 1985 G.T. Batch.

- 9) Re-fixation of seniority of an employee 'X' for AEE (civil) w.e.f. April 89 instead of 01-01-90 and pre-ponement of his promotion to EE (Civil) w.e.f. April'89 instead of 01-01-90.
- 10) Pre-ponement of promotion of an employee 'X' to th post of Sr. Security officer w.e.f. 01-01-89 instead of 01-01-90 and subsequently to the post of DM (Security) w.e.f. 01-01-94 instead of 01-01-95.
- 11) Retrospective effect of an employee 'X' of his lateral shifting of AG-II from Rigman (Drilling) w.e.f. 22-08-82 instead of 11-06-97.
- 12) Pre-ponement of promotion of an employee 'X' to the post of Asstt. Engineer (P), w.e.f. 01-01-94 instead of 01-01-95.

Apart from all these grievances mentioned above, a particular case of a grievance is given in details for better understanding :

Case relating to regularisation of contract labours working under ONGC for 5 to 10 years. Union demands their regularisation with all consequential benefits from the date of their joining. Grounds for regularisation of the service of contract labourers as given by General Secretary, ONGC Contractual Mazdoor Sangha, Lakwa, district- Sibsagar, Assam were as follows :

- 1) That the workers have been in continuous employment under the ONGC for 5-10 years as contract labours without any break inspite of the change of contractors.
- 2) The fact that the petitioners are contract labours under the ONGC is born out by the records maintains by the ONGC.

- 3) That the contract labours were kept out of the purview of the certified standing orders which recognize only three types of workmen namely - Regular, Temporary and Casual. Hence the petitioners are feeling alienated/exploited.
- 4) That the contract labours are enlisted to be treated as temporary employee directly employed under ONGC with regularisation of service and have to draw regular scale of pay and allowances. On the other hand, the contract labours are getting the lowest rate of wages whereas the nature of work done by them is exactly the same as performed by the regular employees of the ONGC.
- 5) In view of what has been stated above it is a fit case for regularisation of the service of the petitioners, otherwise it will amount to violation of their fundamental right as guranted by articles 14,21,23 and 29 of the constitution of India.

The General Secretary,ONGC Contractual Mazdoor Sangha, Lakwa has addressed a letter having ref. No. 2(12)/97-D/A dated 15/01/99 to Assistant Labour Commissioner (Central), Chowkidhinghee, Dibrugarh mentioning therein the above mentioned grounds asking for regularisation of the contract labourers in Lakwa ONGC.

In response to that the Ministry of Labour referred the matter to conciliation to be conducted by the Assistant Labour Commissioner (Central), Chowkidhinghee, Dibrugarh.

In the conciliation proceedings, the union raised the point that under the provision of the contract labour (Regulation and Abolition Act of 1970), the contract labours are to be treated as workers of principal employers unless

these contractors establishment do not obtained a labour licence for relevant period.

On the other hand, the management of ONGC said that it is not at all a dispute case as the workers have not been engaged by ONGC and as such ONGC is not the direct employer for these contractual labours. We (Management) are giving job contract to some contractors to carry out miscellaneous job after every three months. So we are not employer for those contract labours and the question of dispute regarding regularisation of service cannot arise.

Even the representative of the management of ONGC did not sign the conciliation file and therefore the conciliation ended as a failure and conciliation officer referred the case to the higher authority to decide.

Transfer Policy

This policy is meant for both centralised cadres that is, for class I and class II officers and for decentralised cadres which includes non-executives like class II and class IV employees. Usually only officers are transferred to all over India but few cases are also considered from non-executives where individuals themselves request for their transfer to other regions of India for certain personal reasons like medical ground and so on.

All matters related to transfer of officers are centralized at Head Quarter Dehradun. The transfer season starts from February and orders are issued from April. All transfers of the executives are to be implemented in such a manner that the transferees are able to join their respective places of

posting on transfer latest by 31st May. No officer on transfer should be retained at his present place of posting by the Project/Region beyond 15th May.

The transfer in centralised cadres is minimal, oriented primarily towards relieving officers due for transfer from a particular region and the consequential transfer to that region.

The tenure of transfer is different in different regions of India. In ERBC an officer has to complete minimum three years and in all other regions it is of five years duration. In other words, except in ERBC, those officers who have not completed five years service in the region may not be considered for transfer unless they have made request or on administrative grounds.

In ERBC, in order to complete the three years tenure, one year is taken as a period of maximum 150 working days in each of the three years of tenure w.e.f. 1998-1999. This period of 150 days will be exclusive of closed holidays, period spent on official tours outside NE States and EOL and so on, but inclusive of period spent on training (in India and visits abroad) of nominated by ONGC. Any period less than 150 working days spent is not counted as a year for the purpose of tenure completion of three years.

While giving transfer, the individual's personal difficulties and requirements are given due consideration to the extent possible. Those employees, who do not wish to go on transfer on account of medical grounds, their future promotions are viewed carefully and may be considered for premature retirement. The corporation takes account of husband and wife, who are in service may try to post them in the same station wherever possible. Also they do not give transfer to female officers and physically

handicapped officers to the extent possible. Moreover they do not keep young officer to remain in R & D institutes, corporation's Headquarter for more than 3 years.

In Decentralised Cadres (Non executives-class III and IV workers) :

Employees are normally transferred within their own region from one work centre to another.

Employees can also be transferred outside the region. If such transfers are made in the corporation interest then the employees retain their original seniority in the present region.

In case, such an employee is transferred, at his own request, from one region to another, his/her name is struck off in the respective seniority list of the parent region, and is placed at the bottom in the seniority list of the region to which he is transferred

No transfer TA is payable in such transfer cases.

Land Acquisition

Since the initiation of ONGC operations in Eastern Region, the land acquisition section has been entrusted with the task of acquisition of land for drillsites, operational installations and residential cum office complexes.

All acquisitions are processed in keeping with the land acquisition Act, 1894 (Amended 1984). Land is acquired either through the office of the Deputy Commissioner or by the direct negotiations with land owners, depending on the urgency of the case. Initially, land is taken on lease (Right of entry) and

subsequently the case is processed through the Deputy Commissioner's office for permanent land acquisition. In both cases, irrespective of mode of initial acquisition, rates of compensation as fixed by the Deputy Commissioner are applied.

The brief account of various activities of land acquisition department during the year 1997-98 is shown in the table 3.22 :

Table - 3.22
Description of various activities of land acquisition department

Sl. No.	Description	No. of Cases
1.	Land acquired for drill sites under lease systems.	17
2.	Land acquired under Permanent Land Acquisition.(PLA)	4
3.	Right of Entry (ROE)/Permanent Land Acquisition submitted to district Revenue Authority.	9
4.	Proposals for Forest sites submitted to Forest Deptt. (Cases are in active consideration in the office of Secretary (Forest), Govt. of Assam.	2
5.	Pending PLA cases pursued with Distt. Revenue Authority and under active consideration.	13
6.	Pending PLA cases finalised with Secretary Revenue with Pursuation.	26
7.	Old wells indentified and cleared hindrance for cluster of new locations.	14

Following amount as indicated in the table 3.23, has been paid/deposited in connection with land acquisition during the year 1997-98.

Table - 3.23
Amount paid/deposited in connection with land acquisition

Sl. No.	Description	Amount (Rs. in lakh)
1.	PLA cost deposited with District of Revenue Authority through treasury challans for 14 cases.	91.57
2.	Lease value paid for 23 Drill sites	206.12
3.	Rental paid including zirats (compensations for plants, houses etc.) for grant of ROE under PLA for 13 Drill sites.	10.78

Safety Policy

Following is the safety policy statement of Oil & Natural Gas Corporation Ltd.

1. It is ONGC's policy to seek to provide safe and healthy working conditions and enlist the active support of all staff in achieving these ends.
2. The objectives of the policy are :
 - a) To promote standards of safety, health and welfare which comply fully with the requirement of Directorate of Mines safety and all other relevant statutory provisions as well as approved codes of practices.
 - b) To maintain safe and healthy work places and safe systems and methods of work.
 - c) To protect staff and others, including the public and employees of contractors, from foreseeable work hazards on ONGC's premises.
 - d) To provide all staff with the information, instruction, training and supervision needed to work safety.

- e) To provide and maintain a safe and healthy working environment for staff with adequate facilities and arrangements for their welfare.
- f) To develop safety awareness among the staff.
- g) To make staff aware of their individual responsibility to take all reasonable care for the health and safety of themselves and others who may be affected by their acts or omissions at work and to cooperate with management and other staff in matters of safety.
- h) To encourage full and effective consultation with the staff on safety matters.
- i) To have the required safety organisation adequately manned for the purpose.
- j) To budget expenditure required for above purposes.

This issues have the recorded approval of Chairman, Oil and Natural Gas Corporation Ltd.

Environment Policy

As per resolution passed in ONGC meeting No. 219 dated 6th May, 1983, the following policies were adapted :

- a) All developmental activities of the ONGC should be planned on sound ecological principles and must incorporate appropriate environmental safeguards.
- b) Environmental Impact Assessment with all the details required by the Ministry of Environment and Forests should be prepared at the earlier stage of project formulation with necessary financial provisions for various environmental safeguards indicated in the project estimates.
- c) Environmental norms prescribed by Central and State Governments Statutorily empowered to do so in the matter of air and water quality, noise, land

use, afforestation etc., should be strictly observed in the design, construction and operation of all facilities of ONGC.

d) Technology that ensures energy, economy, environmental safeguards, recycling of resources and utilisation of waste should be adopted for all projects.

e) Releases of the oils, chemicals and other materials should be controlled, so that it does not disturb the flora and fauna.

f) Aesthetic, cultural and social patterns and historical characteristics of the areas covered by or adjacent to the corporation's projects should not be unduly disturbed due to project activities. Scenic landscapes and historical and cultural monuments should be preserved and the environment around them should be clean and hygienic.

g) As far as possible a minimum area of 500 metres from the high tide mark in respect of coastal projects or projects located near river banks should be kept clear of all structures so that beach activities or river front development are not adversely affected.

h) Effective mechanisms for monitoring the environment and for collection of the required data on various parameters of the environment for the purposes of surveillance should be set up within each project.

i) Work environment in the operational areas should be conducive to safe and healthy working conditions.

j) Promoting a healthy, safe, productive and aesthetically satisfying environment is the responsibility of all staff of ONGC. Every effort should be made to promote environmental education and create environmental awareness at all levels.

It was observed in the study that upto some extent the above mentioned points regarding safety policy and environmental policy were taken into consideration by ONGC, ERBC.

Management cadre, that is, managers of ERBC suggested the following suggestions for improving the organisational structure of the ONGC :

(1) Emphasis on manpower optimisation, re-deployment of manpower for effective utilisation.

(2) Organisation structures should be redesigned as to promote linestaff mutuality and interdependence.

(3) Improvement of internal communication and improvement in work culture.

(4) More effective legal function with a view to setting various stay orders affecting the operations at sites.

(5) Planned accommodation for officers joining ERBC on transfer to maximise the level of their satisfaction.

(6) Pursuing OPT (Organisation Transformation Project) assignment in the Region, as and when it comes.

During February, 1997, the joint ONGC-McKinsey team has been working for transformation of ONGC's organisation. According to OTP overview, the transformation is necessary to meet four significant environmental challenges: a widening demand supply gap for oil in India, a changing regulatory environment, fundamental world wide restructuring in the oil industry, and dramatic improvements in Exploration and Planning technology.

At the core of this transformation is the move towards an asset

based structure that includes : changing from a functional approach to a multi-disciplinary approach, decentralising operational responsibility, and increasing commercial accountability.

(7) To curtail unnecessary promotion and due weightage should be given to meritorious and qualified employees.

(8) Recruitment at right level and ratio based on qualification, test and interview should be accounted strictly.

(9) Implementing computers in all remaining areas.

The findings emerged from the analyses of the data suggest that organisational structure plays a vital role in prescribing the relationships among various positions and activities and since these positions are held by individuals, the structure is the relationship among people in the organisation.

CHAPTER - IV

**WORKER-MANAGEMENT
RELATIONSHIP**

CHAPTER - IV

WORKER-MANAGEMENT RELATIONSHIP

Channelizing human energies in a predetermined desirable direction is not possible unless harmonious relations are maintained among organizational members. The worker-management relationship provides the context in which organizational roles assigned to members are performed, team spirit inculcated, expectations clarified, conflicts resolved and shared norms of behaviour developed.

The management has certain expectations of the workers in terms of their behaviour and performance, discipline and code of conduct. But the failure to meet these expectations or deviations from such norms of behaviour will ultimately force the management to initiate action against the worker(s). In the same way, the workers also have certain expectations of the management in terms of their conditions of service, working environment, satisfaction of their needs, freedom of expression and operation and so on. Failure on the part of the management to meet those expectations leads to worker's grievance. Thus both the problems of discipline and of worker's grievance are two sides of the same coin. This dichotomy has been so strongly nurtured and maintained that often there has been a clash between the interests of managers and workers.

Singh and Chhabra(1990:375) say that 'labour-management relations', 'employer-employee relations', 'union-management relations', 'personnel relations', 'human relations' are almost synonymously used for the term 'industrial relations'. "In its strictest sense, the term 'industrial relations' means relationships between management and workmen in an industrial unit or an industry. In its wider connotation, it means the organisation and practice of multipronged relationships between workers and management, unions and workers, and the unions and management in an industry".

In the following paragraphs an attempt has been made to examine the concept of industrial relations with reference to the organisation of Oil and Natural Gas Corporation (Eastern Regional Business Centre).

Parker(1967:142) in his writing points out that the term 'industrial relations' is used in two ways : in the all-inclusive sense, it refers to all the relationships between managers and employees within industry and in the community; in a more restricted sense it refers only to collective relations between unions and employers".

Barbash (1964) defines industrial relations as the area of study and practice concerned with the employment function in modern public and private enterprise. This function involves workers, unions, managers, government and the various publics.

Flanders(1965) maintains that the industrial relations system appears in different legislation and statutory orders, in trade union regulations, collective agreements and arbitration awards, social conventions, managerial decisions, and accepted custom and practice.

Margerison(1969) takes issue with Flanders and suggests that industrial relations is a complex field of study which requires understanding at the behavioural, as well as institutional, level. He points out that the emphasis tends to be put more on the consequences of industrial dispute than on its causes, and prefers a behavioural model for the analysis of the emergence of conflict in the plant social system. The key variables in this model are objectives (of the organization itself for survival, and of management and workers for control and material reward), situation (organizational social system, technology, work task and job content), interaction (base on contracts of employment, organization and group structures, and role and authority relations), and conflict.

Kapoor(1968:106) says that industrial relations refer to a dynamic and developing concept which is not limited to “the complex of relations between trade unions and management but also refers to the general web of relationships normally obtaining between employers and employees- a web much more complex than the simple concept of labour - capital conflict”.

In words of Singh (1968:9), “Industrial relations are an integral aspect of social relations arising out of employer-employee interaction in modern industries, which are regulated by the state in varying degrees, in conjunction with organised social forces and influenced by the existing institutions. This involves a study of the state, the legal system, and the workers’, and employers’ organisations at the institutional level; and of the patterns of industrial organisation (including management), capital structure(including technology), compensation of the labour force, and a study of market forces - all at the economic level”.

Encyclopaedia Britannica(1961:297) states that “The concept” of industrial relations has been extended to denote the relations of the state with employers, workers and their organisations ... The subject, therefore, includes individual relations and joint consultation between employers and workers at their places of work : collective relations between employers and their organisations and trade unions ; and the part played by the state in regulating these relations”.

Tead and Metcalfe(1970:2) observed, “Industrial relations are the composite result of the attitudes and approaches of employers and employees towards each other with regard to planning, supervision, direction and coordination of the activities of an organisation with a minimum of human efforts and frictions with an animating spirit of co-operation and with proper regard for the genuine well-being of all members of the organisation”.

According to Dale Yoder(1974:5-6), “The term ‘industrial relations’ refers to the relationships between management and employees or among employees and their organisation that arise out of employment”.

Thus, industrial relations do not constitute a simple relationship, but are a set of functional, interdependent complexities involving historical, economic, social, psychological, demographic, technological, occupational, political, legal and other variables, and call for an inter-disciplinary approach to their study

In brief, the phrase ‘industrial relations’ includes the whole gamut of matters that arise due to the continuing relationship between the employers and the workers. Singh and Chhabra (1990:376) say that the scope of ‘Industrial relations’ “includes three varelly distint areas : (1) relations between manager and individual workers ; (2) the collective relations between employers and labour(trade) unions ; and (3) the role of government in the regulation of these relationship. These three closely associated area are often referred to respectively as personnel management, collective bargaining and labour legislation”. Singh and Chhabra(Ibid) further writes about the objectives of industrial relations which are as follows :

- (1) Promotion and development of healthy labour - management relations.
- (2) Maintenance of industrial peace and avoidance of industrial unrest.
- (3) Development of industrial democracy.
- (4) Protection of economic and social interest of the workers.
- (5) Contribution towards development of the country’s economy through high productivity.

Industrial Relations in ONGC, ERBC :

Employees welfare has always been a prime concern with ONGC. To maintain cordial relations between management and workers is the task entrusted to

industrial relations department. In Eastern Region, they have a full fledged department headed by manager(industrial relations) shouldering the responsibility of ensuring conducive environment for overall development of the organization.

Industrial relations remain cordial during the last 10 years and not many man days were lost due to industrial unrest. Regular interaction with ASTO (Association of Scientific and Technical Officers, ONGC), unions and SC/ST Association has ensured that the working environment is peaceful and conducive for higher performance and productivity. Some significant activities are as under :

Meeting of new Regional Grievance Committee was held and heard many numbers of individual grievances. Group general Manager(Personnel and administration) and Chairman, corporate grievance committee, Dehradun, used to visit ONGC, ERBC and heard individual grievances pending with corporate grievance committee. Regional Labour Commissioner, Guwahati alongwith Assistant Labour Commissioner also visit ONGC, ERBC and inspected various establishments of ONGC at Geleky, Lakwa and Sibsagar under the contract labour(Regulation and Abolition) Act, 1970.

ONGC Field party worker's Association (contractural), GSD, Jorhat agitated in a phased manner from time to time. Issue was sorted out by mutual discussions with the help of Civil Authority. Also the local Karikari Nivanua Youth of Sibsagar and Jorhat launched agitation separately time to time to fulfil their various demands including recruitment. It was sorted out with the help of the civil authorities.

In another instance, ONGC Purbanchal Employees Association, Sibsagar sponsored dispute of contractural labours of Sibsagar/Nazira over regularisation of services. Conciliation proceeding could not result in any success.

ONGC Worker's Association, affiliated to AITUC, is the recognised union functioning in this region. However, trade union of ONGC workers, Cachar

Project has been recognised to deal with matters concerning the Cachar Project only. Besides this, four other un-recognised unions/associations are also operating. Tables 4.1 and 4.2 indicate different Unions and Associations in ERBC.

Table - 4.1

Unions in ERBC

Sl. No	Name	Recog./non Recog.	Affiliated to
1.	ONGC Worker's Association	Recognised	AITUC
2.	Trade Union of ONGC Worker's Silchar	Locally Recognised for Cachar Project	CITU
3.	ONGC Purbanchal Employee Association.	Not Recognised	INTUC
4.	Diploma Engineers Welfare Association.	Not Recognised	-
5.	Transport Worker's Association	Not Recognised	-
6.	Oil Field Worker's Association	Not Recognised	-

Table - 4.2

Associations in ERBC

Sl. No	Name	Recog./non Recog.	Affiliated to
1.	Association of Scientific and Technical Officers(ASTO)	Recognised	-
2.	All India SC/ST Employee's Welfare Association.	Recognised	-

Even though management is under obligation to discuss the issues with recognised union but attention is also given to the areas of concern highlighted by other unions.

In addition to this, the Industrial Relations Department of ONGC, ERBC also coordinates meeting of ASTO and all India SC/ST Employee's Welfare Association with Regional Management whenever required, to discuss and clarify the points raised by the representatives of such associations and take up the matters for necessary followup.

Offices of the Regional Labour Commissioner (Central) Guwahati, Assistant Labour Commissioner, Dibrugarh and Ministry of Labour, Guwahati are kept in constant touch for settling certain disputes amicably. Similarly Deputy Director, Mines Safety, Digboi was also contacted for smooth functioning and implementation of Oil Mines Regulations in various mines of ONGC, ERBC. Table 4.3 shows the bilateral meetings held with unions/associations in last five years(1995-99). Also it was found from the official records that there were 12 numbers of disputes which were pending as on 25.3.98 and 21 numbers of grievances remains pending as on 25.3.98.

Table - 4.3

**Bilateral Meeting held with Unions/Associations
in last five years(1995-99)**

Sl. No.	Unions/Associations	With Regional Mangement	With visiting CMD/Directors
1.	ONGC Workers' Association	10	10
2.	ASTO,SBS/NZR Unit	10	30
3.	All India SC/ST Employees' Welfare Association.	5	10
4.	ONGC Purbanchal Employees Association	5	10

Table - 4.4
Mandays Loss

Sl.No.	Year	Due to internal factors	Due to External factor	Total
1	1995 -1996	258	17663	17921
2	1996 -1997	401	25263	25664
3	1997 -1998	4455	10355	14810
4	1998 -1999	8331	11595	19926
5	1999 -2000	Nil	10229	10229
6	2000 -2001	Nil	7593	7593
Total		13,445	82,698	96,143

The table-4.4 reflects that there were a total of 96,143 mandays loss during the year 1995 to 2000. The mandays loss is due to two main factors which are internal factors like strikes and external factors includes bandh and so on. As many as 13,445 mandays loss were there due to internal factors and a total of 82,698 mandays loss were found due to external factors.

Welfare :

Welfare services form the main edifice on which depends the success or failure of personnel relations in a business organisation and it is, therefore, of paramount importance. The corporation has taken up various steps to promote employees welfare. Majority of the employees do not have any complaint with the employee welfare measures taken by the management.

It was found that the workers of the sample are of the opinion that they get adequate safety measures while working in the plant. Safety and environment protection have been one of the corporate objectives at par with operations. Safety

and Environment Management (SEM) section of Operations Business Group, ONGC, ERBC published its first safety bulletin in the month of November 95 during North Eastern Oil and Coal Mines Safety Week Celebration. After that vigorous attempt is being made for evaluating the hazards associated with production operations by periodic inspections, safety audit and risk analysis of the installations of ONGC. So that corrective actions can be taken in time.

In case of medical facilities, workers are also satisfied with the management. There is a full fledged 60 bedded hospital at Sibsagar and dispensaries at Nazira and Lakwa and other authorised medical attendants and recognised dispensaries and hospitals are providing free medical facilities to the ONGC employees, their dependant children and parents. It was found with the available resources and inputs, the ONGC's ERBC's hospital and dispensaries has been extending medical facilities to more than 11000 employees in the ERBC, in addition to the other beneficiaries like CISF personnel, staff of Kendriya Vidyalaya and so on.

It was found that managers of our study sometimes receive complaints from workers about their getting of accommodation. In upper Assam project, there are three ONGC residential colonies at Nazira, Sibsagar and Lakwa having a total number of 2094 accommodation. Out of that there is 567 numbers of 'A' types accommodation, 1014 numbers of 'B' type accommodation, 472 numbers of 'C' type accommodation and only 41 numbers of 'D' type accommodation. It was found that the overall housing satisfaction in ERBC is 23 per cent which means 23 per cent of the employees were provided ONGC's accommodation. The managers also get sometimes complaints for certain repair works regarding the houses in the ONGC residential colonies.

While in our study, it was also noticed that management have instituted suggestion scheme in ONGC. The workers may either verbally give their suggestions to their immediate supervisor or they may put their suggestions into the suggestion boxes which are available in every department and offices.

It is also true that educational subsidy like merit Scholarship, Special Award Scheme, hostel subsidy and so on are given to the children's of ONGC employees' which all are discussed in the later pages of this chapter.

Regarding loan facilities, the employees of ONGC used to get car/scooter/motor cycle/moped advance, house building advance, house furnishing advance and lump sum advance. The details of these facilities are given in the later part of this chapter.

Apart from all these facilities, employees are provided with contributory provident fund benevolent fund, group insurance, gratuity, ONGC self contributory post retirement and death-in-service benefit scheme(PRBS). ONGC being the leader of oil and gas exploration and exploitation, has felt the need of Human Resource Development and get training as one of its many objectives that is to 'develop scientifically oriented and technically competent human resource through motivation and training'. The workers were satisfied with the training programmes organised by the organisation. Most of them have gone through training programems, like safety, fire prevention, first aid, drilling, production, computer, exploration, material management, self defence, mechanical, team building, yoga, medical programme, environmental management, quality circle and so on. Some of the details of such programmes is already mentioned in the beginning of this chapter.

In case of any accident the employees are given compensation for accident while on duty. We have already mentioned such compensation in this chapter. The causes for such accidents are mainly due to blow out or due to fall down of any material from the top floor of rigs in the operational area. Sometimes it is because of fire and so on.

Medical Facilities :

Besides the ONGC's own full fledged hospital at Sibsagar and dispensaries at Nazira, Lakwa, Jorhat, Borholla and Silchar, a number of specialists in various disciplines are recognised by ONGC for consultation/treatment to ensure the best possible medical aid to its employees and their family members. In other words free medical facilities are provided through dispensaries and hospital of the corporation, authorised medical attendants and also through Govt/Recognised dispensaries and hospitals. These facilities are provided to employees, their dependant children and parents

Dependancy of parents is determined on the following criteria

- (a) Their income should not exceed Rs. 1,500/- per month, and
- (b) They should normally reside with the employee

ONGC buses are plying from Sibsagar to Assam Medical College, Dibrugarh to facilitate specialised treatment.

Medical facilities to Retired Employees

Employees of the corporation who retire on attaining the prescribed age of superannuation and their spouse, can also avail, at their option, medical facilities, on contributory basis. The amount is as follows :

Gradation of Retired Employees	Rate of lump-sum contribution
E-5 and above	Rs. 5,000.00
E-3 and E-4	Rs. 4,000.00
E-0 to E-1	Rs. 3,000.00
Class - III	Rs. 2,000.00
Class - IV	Rs. 1,500.00

Retired employees or his/her spouse are provided travel facility for performing journey to outstation in connection with medical treatment, recommended by competent medical authority.

Retired employees who are referred for medical treatment to outstation by the competent medical authority, is also provided accommodation in ONGC's Guest House, wherever existing, subject to availability and other terms and conditions.

During the year 1997-98, a total of 1,12,700 out door patient (OPD) cases and 180 accident cases were attended to at Sibsagar Hospital. A total of 2440 patients were hospitalised and treated.

To create health awareness among the employees, a health awareness programme was arranged by organising seminar on Diabetes, Hypertension, Jaundice, Aging process, work tensions and remedies thereon at ONGC officers clubs. Many dignitaries from various Medical Colleges of Assam used to participate in such seminar.

Mahila Samiti (Ladies' club) :

ERBC Mahila Samiti is functioning at Nazira, Sibsagar, Lakwa, Jorhat and Silchar to meet the social objectives of the corporation. Besides organising cultural programmes on the occasions like Independence Day, Republic Day, National Unity Week, New Year celebration, Bihu celebration, Mahila Samiti activity involved itself in various other social activities such as running creches, nursery schools, organising health camps and cleanliness, fete, visiting neighbouring village to teach the rural folk about health care and helping the handicapped and the poor and needy children. They take up adult education programmes for removal of illiteracy among rural youth and establishing home for the aged persons. Mahila Samiti is also running Mini Shopping centres at Nazira, Lakwa and Sibsagar. The wives of ONGC

personnel had taken active part in relief activities during the devastating floods in Assam and rendered all possible help to the flood affected people in the vicinity.

Vocational Centre : Keeping in view the corporation decision of setting up vocational centres at various work centres under the auspices of the Mohila Samities for providing employment for wards of deceased employees, a scheme has been formulated befitting the specific requirements of the region. The non-availability of infrastructure facilities like building and the large number of dependants seeking other assistance were major impediments which were tackled by the vocational centre.

Despite many constraints, a beginning was made with the establishment of a small vocational training centre at Sibsagar where training in trades like knitting and sewing is presently imparted. At present, 150 women have undergone training. The Mahila Samiti has engaged the services of two qualified instructors for imparting training at a fixed honorarium per month.

Matter has also been taken up with the Directorate of Industries, Government of Assam for starting weaving cum vocational centre at Sibsagar. This will be aided and supervised by ONGC Mahila Samiti while technical assistance and accommodation would be provided by state Government in its industrial area. The vocational centre will impart training to the dependants of the deceased employees as well as to the bonafide land affected persons as per guidelines of Government of India.

Training and Development :

Human Resource Development has been receiving high priority in ONGC. The corporation recognises the need for a systematic approach to training and development for increasing efficiency through more knowledge and for ensuring

a succession of men and women competent to deal with problems that may arise during the fast expanding activities of exploration and exploitation of crude oil and gas.

With a view to impart the necessary training to make develop the work force by providing them the latest technology to improve their skill and to motivate the workers for better productivity , the Staff Training Institute was established in 1983 at Sibsagar. The very first training course under the banner of Staff Training Institute was conducted for production discipline from 4th July, 1983. Figure-4.1 gives a clear picture of numbers of participants trained from 1983 onwards to 1993.

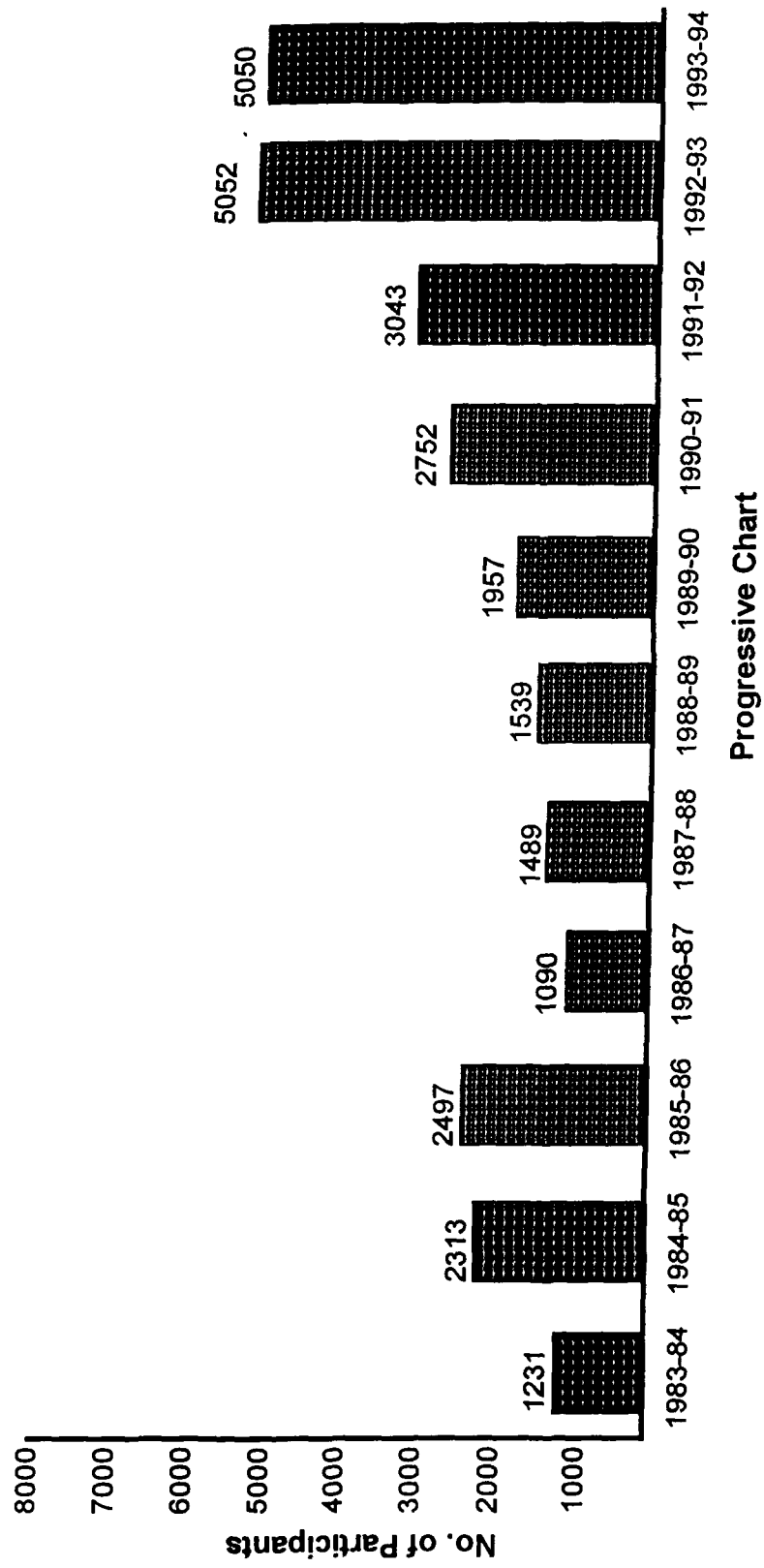
The institute has been elevated to the status of Regional Training Institute in 1991. The Regional Training Institute, Sibsagar is to cater to the taining needs of CRBC personnel also in addition to ERBC.

During the last 5 years (1995-1999), RTI, Sibsagar conducted about 300 training programmes and trained a total of about 2,000 employees. Numbers of executives and non-executives trained are about 4,000 and 8,000 respectively. Figure-4.1 shows the year-wise training given to participants in RTI, Sibsagar.

Training programmes on topics like participative management, Excessive tension, Tenders and Contracts, Basic Geological Principles, Drilling and Chemistry, work over fluid, Sand Control, artificial lift, well maintenance, Instrumentation, Equipment Management, Computer, Application in Material Management and P&A, Windows, MS WORD and EXCEL, Safety First Aid, Energy Conservation, Fire Prevention and Fire Fighting, Logistics Management, Mines Vocational tainings and so on were conducted during the period. 601 executives and 394 non-executives were sponsored for training outside the region on programmes conducted by Institute of Management Development (IMD), Institute of Petroleum Safety and Environment Management (IPSEM) and other institutes.

Figure - 4.1

BAR DIAGRAM SHOWING YEAR WISE TRAINING GIVEN TO PARTICIPANTS



Besides above, RTI also conducted a training programme on planning for superannuation, jointly with oil at Management Training and Development Centre (MTDC). One training programme on “Relevance of Laboratory Studies in Geological modelling” duly approved by General Manager (Exploration) through the course co-ordinator from Baroda was also organised.

A two-day workshop was first time organised in ERBC with the help of an external consultant on cross cultural operations for drilling officers identified to be posted in Bangladesh with the Rig, in two batches.

As many as 86 scheduled castes and 86 scheduled tribes and 22 female employees were trained in RTI during the year 1997-98.

RTI incurred an expenditure of Rs.5.02 lakhs on conducting various training programmes during 1997-98. It is having an ambitious training plan for 1998-99 which will cover 650 executives and 1850 non-executives with 100 training programmes.

Corporate Communication :

The corporate communication group in ERBC is acting as the nodal agency for initiating, monitoring and implementing projects for socio-economic development of the region.

Special write ups were made to appear in media and other communication forums to highlight ONGC's activities. In issues of quarterly House Journal 'Black Gold Flash', matter like medical and health care and the other on socio economic development were published. Efforts were also made to circulate the important and relevant news items amongst senior executives of ERBC

In addition to all of these about hundred press releases were issued during the last 5 years(1995-99). Five press meet was also organised during the last five years with Regional Director, ONGC at Conference Hall, Nazira.

Awards and Recognitions :

The efforts of many officers/staffs of ERBC were recognised by awarding them CMD Annual Award for every year. The awards are :

- I. Manager of the year.
- II. Drilling Engineer of the year.
- III. Young Engineer of the year.
- IV. Technician of the year.

Employee Welfare Committee :

To organise, maintain and improve various welfare amenities to employees, employees welfare committee are set up in various offices/projects of the corporation. These committees are responsible for provision of following types of amenities :

- i) Indoor games.
- ii) Outdoor games.
- iii) Sports, annual sports and any other athletic activity.
- iv) Cultural activities like dramas, variety shows, etc. including audio-visual activities
- v) Library-cum reading room.

The committee consists of a President (ex-officio), a Vice-President, and ten other members. The Head of the project or office functions as the ex-officio President. The Vice President and seven of the members are elected bi-annually from amongst the staff. The remaining three members are nominated by the ex-officio president. For meeting its day-to-day expenditure, the committee receives :

- (a) Contributions from members (not less than Rs.3.00 per head per year).

(b) Following grants from the corporation :

(i) Grant-in-aid of Rs.4.00 per head per annum for the entire strength of employees in case they are members of the employees welfare committee.

(ii) Matching grant of Rs.3.00 per annum for each member of the staff welfare committee (including officers) who subscribe at the same rate towards membership; and

(c) Donations and other miscellaneous receipts.

Employee Welfare Committee (EWC) is also engaged for the welfare of the residents of the colony. The major activities organised by EWC are as follows:

i) Organised drama and art workshop in Nazira and Sibsagar colony.

ii) Organised coaching camp of Badminton at Sibsagar.

iii) Organised book fair at Sibsagar.

iv) Free distribution of Newspapers in some selected places of Nazira, Sibsagar and Lakwa office premises

v) Organised annual EWC week at Sibsagar, Nazira and Lakwa.

Staff Welfare Committee :

With a view to organising, maintaining and improving various welfare amenities for the staff and their family members, staff welfare committee used to get fund from the corporation. They organise tournament and other competition in ERBC.

Subsidised Canteens:

From the management sources, it was known that subsidised canteens are to be set up at work centres where at least 200 employees work.

The rates of subsidy are as follows :

Central Workshop, Baroda, Central workshop, Sibsagar, LPG Plant, Uran, Hazira and Nhava Project.	- 80% of the cost of meals
All other work centres	- 50% of the cost of meals with a ceiling of Rs. 7.50 per working day per employee.

At present there are canteens at central workshop, Sibsagar, Auto workshop, Sibsagar, Transport complex, Sibsagar, Drilling Business group of Sibsagar, Administrative Complex of Nazira and Sibsagar and at Administrative Complex at Lakwa.

Also, ONGC employees consumers co-operative society is there in Nazira for the welfare of the employees. Canteens are set up in various projects of the corporation for its employees on departmental or cooperative basis. These canteens are managed by the committees constituted for the purpose. Assistance in the form of subsidy and interest free loan is provided to these canteens.

Bus and other services of vehicles :

ONGC buses and other vehicles ply within ERBC to provide services to the daily commuters of the employees. The corporation also facilitate the employees to go for special medical treatment in Assam Medical College, Dibrugarh. Communication services to Airport in Jorhat and Dibrugarh is also given to enable employees going on tour/Leave/LFA(Leave Fare Assistance) and so on to board the flight from Jorhat and Dibrugarh.

Uniform and Kits :

All efforts were made for timely supply of uniform and kits to the employees. The corporation provides pullover and neck tie for gents in case of officers and sarees for ladies. Action is also taken for providing uniforms to the officers and unionised category.

Compensation for accident while on duty :

Employees, who meet with accidents, while on duty, are eligible for compensation under the workmens' compensation Act. 1923. Employees who are otherwise not covered under the Worksmens' Compensation Act, 1923 and who meet with accident, while on duty, are also considered for grant of compensation, on merits, as if they would have been governed by the workmens' Compensation Act, 1923.

Accidental Insurance :

Employees belonging to certain categories who meet with an accident, while on duty onshore/offshore, resulting in total/permanent disablement or death, are paid the following amount as financial assistance :

Category	Normal Environment	Hydrogen Sulphide Gas (H ₂ S) Environment
Class - I	Rs. 4.00 lakhs	Rs. 8.00 lakhs
Class - II	Rs. 2.00 lakhs	Rs. 4.00 lakhs
Class - III	Rs. 1.60 lakhs	Rs. 3.20 lakhs.
Class - IV	Rs. 1.20 lakhs	Rs. 2.40 lakhs.

This amount is in addition to all other benefits/reliefs available under various orders and schemes.

From the official records it was found that during 1997-98 there were 26 numbers of minor accidents in ERBC, ONGC, two numbers of serious accidents and another two fatal accidents occurred in ERBC, ONGC. During the year 1999 there were 26 numbers of minor accidents and no major and fatal accidents occurred. During the year 2000, there were 39 minor accidents and only one fatal accident occurred in ERBC, ONGC.

Workers' participation in management :

Participative management as the name suggests, implies joint decision making and implementation. In other words participative management means the involvement of employees/trade unions in planning, organising, decision making and implementing. This is a system where employees and the trade unions are directly involved as a partner of the organisation and thus create more responsibilities and sense of belongings.

In ONGC, the level of participation is at three stages- viz. shop level, regional level and board level. The management of ONGC always encouraged participation of unions in the routine functioning. The representatives of management and union discuss various operational issues across the table and suggest remedies to remove bottle necks and improve efficiency in the forums like shop council, project council and so on. Workers participation in management was initiated through organising shop council and joint council meeting at plant level in central workshop since November, 1987.

Educational facilities :

a) Central schools under Kendriya Vidyalaya Sangathan are functioning at Nazira, Sibsagar, Jorhat and Silchar.

b) **Children's Education Allowance** - Tuition fee Rs. 120.00 per month subject to a maximum of Rs.360.00 is given to the employees who joined before 11.9.1987 and Rs.240.00 is given for those who have joined after 11.9.1987. Also the employees are entitled to draw stationary charges of Rs. 120.00 to Rs.200.00 annually.

c) **Merit Scholarship** - Merit scholarship from Vth standard to Xth standard, Intermediate, Graduate, Post Graduate and Professional courses are granted as follows :-

(i) Vth to Xth Class	... Rs. 80.00 P.M.
(ii) For Intermediate classes	... Rs. 90.00 P.M.
(iii) For Degree courses	... Rs. 110.00 P.M.
(iv) For Post Graduate courses	... Rs. 130.00 P.M.
(v) For Professional courses	.. Rs. 200.00 P.M.

Criteria for eligibility of merit scholarship :

(i) Marks for science group for all classes (in science subject only)	... 60%
(ii) Marks for Arts & Commerce group from Vth to IXth class	... 60%
(iii) For other higher classes	... 55%

d) **Journey Fare** - Children of ONGC employees studying at a place other than the place of posting of the employee are paid second class fare during approved vacation twice a year from the educational institution to join their parents at the place of posting and back. This fare is admissible where journey is more than 150 kms.

e) **Special Award Scheme** - In order to encourage brilliant and meritorious wards of the employees and to induce them to maintain and improve level of their excellence, special awards are granted to those wards of the employees who secure positions amongst first ten on the merit list of the Board/University examinations and All India competitions.

The amount of 'Special Award' for various courses is as under :

- | | |
|--|--------------|
| i) Matriculation (i.e. Xth level Examination) | - Rs. 1000/- |
| ii) Intermediate (i.e. XII level Examination) | - Rs. 1500/- |
| iii) Degree Examination | - Rs. 1500/- |
| iv) Post Graduate Examination | - Rs. 1500/- |
| v) Professional Course Examination | - Rs. 2000/- |
| viz. Medical/Engineering and so on. | |
| vi) All India Competitive Examination | - Rs. 2000/- |
| viz. Central Services, MBA, NDA, ICWA, CA and so on. | |

f) **Hostel Subsidy** - Children of corporation's employees, who stay in a hostel or residential school for the purpose of their academic pursuits, are eligible for grant of hostel subsidy.

The rate of hostel subsidy payable in advance are as under :

- | | |
|--|---------------------------|
| (a) Primary to IV | Rs. 200/- P.M. per child. |
| (b) Class V to Class XII | Rs. 250/- P.M. per child. |
| (c) Degree/Post Graduate and
Professional courses | Rs. 350/- P.M. per child. |

Actual charges are admissible in cases where total monthly charges of the hostel are less than the amount specified above.

Bus/Transport facilities :

Bus/Transport facilities are provided to school going children of the corporation's employees at concessional rates as transport subsidy of Rs.80/- P.M. per child subject to a maximum of Rs.160/- per month.

Reimbursement of Admission fees :

Admission charges are reimbursable as per actuals, subject to a maximum of Rs. 1,000/- per child, limited to two childrens per employees on transfer.

Social Security Scheme :

(A) Benefit on death, while in service and permanent/total disablement resulting in separation from ONGC.

Executive : Rs. 10.00 lakhs.

Non-Executives : Rs. 5.00 Lakhs

(B) Survival Benefit :

This is equivalent to employees contribution alongwith 5 per cent simple interest.

(C) Contribution :

	By Employees	By ONGC
Executives :	Rs.260.00 P.M.	Matching contribution
Non-Executives :	Rs. 130.00 P.M.	by the corporation.

All regular employees in the ONGC's pay scales only(excluding deputationists from other organisations to ONGC) existing as on 1.6.1998 are covered by the scheme. ONGC's employees on deputation to other organisations are also covered subject to their own contribution as well as contribution from the borrowing organisations. In addition to this scheme, there is Benevolent fund scheme, Financial Assistance in lieu of employment, reimbursement of premium for insurance and group insurance scheme are also present in ONGC.

Sports :

ERBC is actively contributing towards the development of sports awareness amongst its employees and the region. ONGC encourage a great deal to sports activities. The corporation is member of Petroleum Sports Control Board (PSCB) and contribute Rs.20/- per employee per year to this board for arranging various meets, which are hosted by one of the member organisatins. Also within the corporation, ONGC Sports Promotion Board has been set up along with Regional Sports Councils at head quarter and various regional offices.

Effects are made by ONGC to build up various teams and for this purpose, outstanding sportsmen are recruited for various games. Excellent infrastructural facilities exist for various sports like squash, tennis, hockey, badminton, football, cricket, table tennis, basket ball, billiards and so on.

ERBC sports teams participated in different inter regional tournaments and were able to mark an impact at ONGC level. Some of the players were selected as a member of ONGC team to represent in PSCB and other tournaments.

Residents Welfare Committee :

Residents Welfare Committee, ONGC colony, Nazira is a voluntary socio-cultural organisation formed in 1991 in ONGC colony, Nazira, to help the ONGC management for upliftment of the colony by way of giving better suggestions for taking up various welfare and maintainance jobs pertaining to colony maintenance. The term of the committee is two years. The present committee was formed in May 1997.

The committee organised the following activities for the welfare of the residents of the colony :

(i) Emphasis was given to the daily maintenance jobs such as grass cutting, drainage cleaning, sweeping, dust-bin cleaning and door to door garbage

collection and so on. As a result, the colony looks more clean and beautiful than before. All the sector members were entrusted with the responsibility to supervise their respective areas.

(ii) Efforts were made to maintain the regular supply of water in the colony. Suggestions were made for modification of water treatment plant.

(iii) To maintain the cordial relation among the residents of the colony, Inter-Sector Competition used to be organised among the employees, housewives and children.

(iv) An Art School is being run and managed by the RWC.

Employee Cooperative Societies :

ONGC employees consumers co-operative society was established in Nazira for the welfare of the employees. The corporation extends the following assistance to the Employees' Cooperative Stores, which have a membership of 250 and above.

(i) Share capital participation by the corporation - Rs.2,500/-

(ii) Loan - upto Rs.10,000/-

(iii) Managerial Subsidy :

(a) First year - Rs.9,000/-

(b) Second year - Rs.6,000/-

(c) Third year - Rs.3,000/-

(iv) Accommodation at nominal rent of Rs. 1/- per month.

(v) Subsidy for furniture according to the need upto the value of Rs.750/-.

Officers Club :

Clubs at Nazira and Sibsagar serve as the hub of social activities.

Officers Club at Nazira had its historic association with the growth of tea bush till Nazira came to be the seat of ONGC in the east. This club was founded by Henry Walling in the Nazira Assistant's Bungalow in 1875 and it was shifted in its present premise in 1937. Since its inception, the club has been providing admirably recreation and other services to its members and their families. In 1993 a similar officers club was also established in Lakwa colony.

Besides organising various functions like picture-shows, housey and cultural programmes on festive occasions like New year, Dipawali, Durga puja and so on, the clubs also provide ample indoor and outdoor games facilities, chief amongst them being, tennis, badminton, billiards and squash. Often, entertainment and games programmes are organised in collaboration with Ladies club for children. Attractive prizes were also given away. Also there is auditorium in the name of Dr. Ambedkar in Nazira, ONGC campus for organising different functions.

Membership of these clubs is drawn from ONGC and the neighbouring tea planters. Besides officers clubs, staff clubs are also functioning at Nazira, Sibsagar and Lakwa having their own premises. These clubs are run by staff welfare committee.

Scheduled Caste/Scheduled Tribe Welfare :

SC/ST association in ONGC, ERBC is working actively for the benefit of SC/ST community. SC/ST Association organised coaching classes for SC/ST students studying in class VIIIth, IXth and Xth in English, Maths and General Science.

On account of Dr. B. R. Ambedkar's birth anniversaries, SC/ST Association organised public functions. The items like stationery, books, slates and black board were distributed among the students of SC/ST communities.

In the year (1997-98), under the SC/ST component plan, a total of Rs. 12 lakhs were provided to ERBC as shown in table-4.5 :

Table - 4.5

Amount sanctioned for SC/ST component plan during 1997-98.

Projects	SC Plan	ST Plan	Total
DVP, Jorhat	Rs. 77,355/-	Rs. 84,645/-	Rs.1,62,000/-
GSD, Jorhat	Rs. 60,165/-	Rs. 65,835/-	Rs.1,26,000/-
Cachar	Rs. 88,815/-	Rs. 97,185/-	Rs.1,86,000/-
Upper Assam	Rs.3,46,665/-	Rs. 3,79,335/-	Rs.7,26,000/-
Total	Rs.5,73,000/-	Rs. 6,27,000/-	Rs12,00,000/-

Recognition of Meritorious work :

The corporation has a scheme for granting recognition for sustained good work or outstanding performance in the discharge of one's duties in the technical or administrative fields, or invention, or suggestions which may give rise to a new finding or result in improved efficiency or outstanding distinction in sports/adventure and so on.

The employees selected for such a recognition are rewarded as follows:

- (i) a certificate of merit, a copy of which is placed in their confidential report dossiers;
- (ii) advance increment(s) ; or
- (iii) out-of-turn promotion ; or
- (iv) a combination of any two of the above.

Such recognition is also given due publicity in the corporation's house journal and other media.

Powers for grant of awards for meritorious work :

(i) A sum of Rs.10,000/- per annum is placed at the disposal of Regional Heads, Institutional Heads/Designated Heads of Business Groups, Personnel and Finance at Head quarter (by whatever designation they may be called) for grant of cash award in recognition of meritorious work done by the employees upto the level of Deputy Manager/E-3 under their administrative control subject to the condition that the quantum of award in any single case does not exceed Rs.800/-. The amount at their disposal may be raised on pro-rata basis of the strength, that is, Rs.5,000/- for every 1000 strength of manpower with a maximum limit of Rs.50,000/-.

(ii) A sum of Rs.5,000/- is placed at the disposal of Deputy General Managers Incharge of independent Project/Manager/ Heads of Directorates (by whatever designation they may be called) for grant of cash award in recognition of meritorious work to employees upto the level of Deputy Manager/E-3 under their administrative control subject to the condition that the quantum of award in any single case does not exceed Rs.500/-.

(iii) Directors are allowed to sanction cash award amounting to Rs.1,000/- in each case.

(iv) Cases deserving higher amount of awards or relaxation to be granted on the merits of each case are to be referred to the head-quarter. Such awards at headquarter will be sanctioned by Director (Personnel), Director (Finance) and CMD.

Group Awards :

In order to recognised group efforts in accomplishing a task in most effective manner, powers have been delegated to different authorities to grant

group-cash awards based on the merit of the case, as per the following details -

(a) Directors approve group awards upto Rs.10,000/- in each case subject to a ceiling of Rs.1 lakh per annum.

(b) RDs/EDs to approve group awards upto Rs.5,000/- in each case subject to a ceiling of Rs.50,000/- p.a. (Rs.5,000/- for every 1000 strength of man power).

(c) Head of Institutes to approve group awards upto Rs.3,000/- in each case subject to the ceiling of Rs.10,000/- p.a..

(d) Cases of Group Awards above Rs.10,000/- in each case are to be put up to Executive Committee for consideration,.

(e) Award to an individual of the group is limited to Rs.1,000/-

(f) *The powers for Directors and RDs/EDs is mutually exclusive.*

The basic points regarding the eligibility for group cash award would be :

(i) Record performance/productivity improvement : This would include only those cases where highest performance has been achieved, for instance time taken in Rig-movement, record performance of Rig in a single day/month, Rig building time, accomplishing a special task in shortest possible time, performance with reference to utilisation, refurbishment of an equipment, performance of a seismic party, time taken in well completion and so on.

(ii) Substantive savings to the organisations : To include those tasks which have yielded gains to the organisation like salvaging/recovery of an equipment in repair and fabrication of an equipment, development of a chemical, in-house development of a computer programme and so on.

(iii) **Exemplary action in crisis situation** : This involve those cases where timely action has saved the corporation 's property, human life, or the action has led to prevention of huge losses to the organisation.

(iv) Award is also be considered where the authorities feel that it would enhance the general morale in the organisation.

Non monetary incentives :

To encourage exceptionally good performance, in all the activities of the corporation, scheme of non-monetary incentive has also been introduced in the corporation. In pursuance of this scheme :

(a) Names of employees who render exceptionally good performance, with their photograph, together with details of exceptionally good performance, are published in the house journal ;

(b) Photographs of such employees, with brief resume of their good performance, are displayed for a minimum period of 3 months on a Board set up at a prominent place of the work centre under a bold title "PACE SETTERS"

(c) Such employees are made special invitees on such occasions as Independence Day, Republic Day and so on ; and

(d) Such employees are especially introduced to the CMD and directors, whenever they visit the respective work centres.

Suggestion Scheme :

So as to give workers an incentive to think constructively, to keep their interest alive in the progress and development of the expanding activities of the corporation, and above all to create in them a greater sense of participation in the programmes and activities of the corporation and further, to ensure that their

contributions do get due recognition, a 'suggestions scheme' has been introduced in the corporation.

This scheme gives the employees an opportunity to put forward their suggestions/ideas for cutting down cost, increasing output, eliminating waste, ameliorating working conditions, improving quality of products and services leading to a greater efficiency and higher productivity. The object of the scheme is to recognise and reward inventiveness, originality of approach and other allied qualities.

Suggestions qualifying for awards :

The suggestions of the following nature qualify for awards :

- (a) Inventions and improvements that bring about saving in materials(including fuel), labour, production time, equipment or costs ;
- (b) Suggestions calculated to increase efficiency of the organisation or management ;
- (c) Suggestions for lightening physical labour in certain operation and thereby leading to increased productivity ;
- (d) Suggestions to raise/improve output or quality ;
- (e) Improvement of working conditions, and
- (f) Safety and health.

It is also observed that the awards are not made for mere efficient performance of normal duties. These are awarded only in case where substantial contribution has been made in any of the above fields.

Prizes :

The following are the types and number of prizes to be awarded every year :

Type	Value	Number
Class - A	Rs.1,000/-	2
Class - B	Rs. 5,00/-	3
Class - C	Rs. 2,50/-	5

While awarding prizes, the Awards Committee keeps in view that the anticipated saving in the cost of production etc. are result of the implementation of the suggestion and accordingly the quantum of awards are allowed.

The prizes are awarded at formal ceremonies by the heads of the projects/offices concerned and entries on this account are also made in character rolls/service records of the recipients concerned.

The prize lists, with the relevant suggestions, as accepted with the photographs of winners, are given wide publicity by exhibiting the same on notice boards, publishing the same in the corporation's house journal and so on.

Special facilities for Assam and other North-Eastern States:

Following are the special facilities given to the ONGC employees of Assam and other North-Eastern states :

1. LFA once in three months to employees only who are separated from their family.
2. Special Dislocation Allowance equal to one month's pay provided transfer is for a minimum period of three years in North-Eastern states alongwith his/her family.

3. 15 days C.L. for all employees belonging to North-Eastern states (instead of 12 days at other work centres).

4. Remote locality allowance ranging from Rs.80/- to Rs.100/- in ERBC and from Rs.300/- to Rs.375/- in Tripura project.

5. In case employee decided to move to North-Eastern states alone on transfer, family accommodation can be retained at the last place of posting.

Incentive Scheme :

Incentive bears direct relationship with the target fulfilment.

The eligibility for incentive evaluation is on three-tier basis :

- | | |
|---|---|
| (a) Project level
(Gp.I Personnel) | : Direct workers are eligible for job fulfilment incentive payment. |
| (b) Regional Level
(Gp.II Personnel) | : All personnel posted at regional head quarters and their project personnel (excluding Institute of Reservoir studies at Ahmedabad) are eligible for quarterly incentive on fulfilment of 100 per cent weighted achievement. |
| (c) Corporation Level
(Gp.III Personnel) | : All employees in regular full time service of the corporation on fulfilment of 100 per cent weighted achievement of annual target are eligible for annual incentive. |

Employees not eligible for payment of incentive :

- i) who lack initiative.
- ii) whose contribution is detrimental to progress;
- iii) whose acts are subversive of discipline ;
- iv) who are under suspension ; and
- v) apprentices/trainees/contingent or casual employees/foreign experts/
advisers, and personnel on contract.

Rate of incentive :**Job incentives**

- | | | |
|---|---|--|
| a) Drilling/Work over rig | : | i) 15 per cent of the individual's pay for completing norm cycle time. |
| | | ii) 0.75 times of pay for the period saved. |
| b) Geo-Scientific field party :
(including shallow Drilling/
survey ship) | | i) 10 per cent of the individual's pay for 100 per cent achievement. |
| | | ii) 0.5 per cent of the individual's pay for each one per cent achievement above 100 per cent. |

Quarterly/Annual incentive :**a) Table for Quarterly incentive :**

Overall plan fulfilment rate of incentive on percentage of pay earned during the quarter :

100 - 105	7.2 + 0.2 for each 1 per cent above 100 per cent
105 - 110	8.0 + 0.3 for each 1 per cent above 105 per cent
110 - 115	9.5 + 0.4 for each 1 per cent above 110 per cent
115 - above	11.5 + 0.5 for each 1 per cent above 115 per cent

b) Annual incentive rates will be three-fourth of quarterly incentive rates and the incentive calculations will be made on the minimum of the pay scale of an employee or on Rs.2,000/-, whichever is less.

Aggregate of job, quarterly and annual incentive to an employee will not be exceed 27 per cent of pay worked out at the minimum of his/her basic pay scale or on Rs.2,000/- whichever is less.

Incentive to promote small family norms :

With a view to promoting family planning on a voluntary basis as “people’s movement” employees of the corporation are granted following incentives:

- a) One special increment equal to the amount of the next increment due,
- b) A lump-sum of Rs.300/- cash amount irrespective of the fact whether the employee concerned is entitled to draw any cash/other type of incentive from any other source irrespective of the hospital where the family planning operation has been carried out provided the certificate is duly countersigned by the Civil Surgeon/ Dy. CMO/CMO of the corporation.

- c) 0.5 per cent rebate on interest rate on house building advance.

Conditions for grant of family planning incentives :

- a) Employees must be within reproductive age group viz. male should not be over 50 and female should between 20 and 45 years of age.

b) Employee should have minimum one and not more than three living children.

c) Sterilisation operation must be conducted in a central/state government hospital or in an institute recognised by the corporation; family planning operation undertaken in any private nursing home will also be accepted/ recognised for the purpose of granting family planning incentives, if the certificate has duly been countersigned by Civil Surgeon/Head of medical services of the work centres.

Incentive for acquiring higher qualifications :

(A) Incentive for acquiring higher/additional professional qualification

Scope :

This incentive is payable to executives who acquire higher/additional professional qualifications in their respective disciplines.

Eligibility :

1. The incentive of two increments is given to the executives who attain first class or 60 per cent level (where such grades are awarded) in professional qualifications higher than the qualification prescribed at the induction level after joining the corporation provided that these qualifications are in line with the discipline in which the executive is working.

2. Executives who had started their studies for acquiring higher/ additional professional qualification prior to joining ONGC, but acquired the said qualification after joining the corporation are also eligible for benefit under the scheme.

(B) Incentive for acquiring Q-1, Q-2 or Q-3 Qualifications :***Eligibility :***

The incentive in the form of lump sum award is given to such employees, who obtain Q-1, Q-2 or Q-3 qualifications prescribed at induction level after joining the company, provided that these qualification are in line with the discipline in which the employee is working.

Entitlement :

This scheme is meant for employees who do not possess Q-1, Q-2 or Q-3 qualifications. The scheme includes

- | | |
|--------------------------------|--|
| (a) An incentive of Rs.7,500/- | : For executive and Class III employees who acquire Q-1 qualification for E-1 level induction post. |
| (b) an incentive of Rs.5,000/- | : For executives and Class-III employees who acquire Q-2 qualifications prescribed for inductions of top of class-III. |
| (c) An incentive of Rs.2,000/- | : For Class-IV employees who acquire Q-3 qualifications prescribed for induction at bottom of class-III. |

Membership of Officers in Professional Institutions :

1. All class-I executives are allowed to become member (either Associate or Fellow) of recognised professional institutions and societies in India or

abroad with prior approval of the competent authority subject to a maximum annual subscription as under :

Rs. 1,400/- per annum : For membership of Institutes/Societies in India and/or Abroad; both

Rs. 1,200/- per annum : For membership of Institutes/Societies in India only.

Membership may be for one or more Institutes/Societies.

2. An executive can also become life member of the society/institute on a one time payment of fee not exceeding Rs.3,000/- subject to following conditions:

a) The executive concerned has put in at least 5 years of service in ONGC.

b) Has 3 years of service left to be rendered in the corporation.

In case of life membership, annual subscription is not admissible.

3. The competent authority for approval is Regional Director and at Headquarter, executives of the level E-7 and above of the respective Business groups.

Reserve establishment honorarium :

For recognition of special and significant role played by employees of the corporation in establishment of in-place reserves, a scheme for payment of reserve establishment honorarium has been formulated

i) Employees other than those covered under the provisions of bonus/ Ex-gratia payment are eligible for REH.

ii) Amount available for disbursement is the money value of 2 per cent of accreted recoverable reserves of oil and Oil Equivalent Gas (OEG).

iii) Amount permissible is 20 per cent of pay + D.A. subject to a maximum of Rs.6,000/- p.a.

Payment of Bonus/Ex-gratia :

Eligible employees of the corporation are entitled to annual bonus/ex-gratia @20 per cent. Bonus/ex-gratia is calculated on actual Basic Pay + DA of the employee concerned. In accordance with the classification of Directive of Public Enterprise (DEP) the ceiling/coverage of the employee, under provision of payment of Bonus Act, is Rs.2,500/-

Unions/Associations in Upper Assam Project :

i) Association of Scientific and Technical Officers : (Oil and Natural Gas Corporation Limited)

The officers of the Oil and Natural Gas Corporation unanimously resolved to form this association with aims and objectives mentioned below :

Aims and objectives :

The association will function to :

i) Safeguard and promote the individual and collective interest of the officers of the Oil and Natural Gas Corporation.

ii) Promote the scientific, technical, managerial, social and welfare activities of the officers ; and

iii) Suggest ways and means to increase and maximise production and productivity of the ONGC in the best interest of the organisation and country, and to adopt measures to get the suggestions implemented.

Membership - The membership of the Association is open to all the officers of the Oil and Natural Gas Corporation except those appointed on contract or on advisory capacity.

2. The ONGC Workers' Association :

The name of the Association is "Oil and Natural Gas Corporation Workers' Association".

Head Office : The head office of the Association is situated at B.G. Road, P.O and District Sibsagar, Assam. Any change in address will be duly notified to all members and the Registrar of Trade Union, Assam within 15 days from date on which the changes take place.

Aims and objectives of the Association :

The aims and objectives of the Association are :

- a) To strive, improve and ameliorate the economic, civic and cultural conditions of its members and of the persons employed in the ONGC work in India and to safeguard their legitimate interests.
- b) To regulate their manner and terms of employment, work and dismissal.
- c) To promote social intercourse, sympathy, mutual understanding and harmonious relations between its members.
- d) To further cause of its members in a dispute or disputes between them and their employers and to seek the redress of their grievances by all peaceful and democratic means.
- e) To form co-operative societies amongs the members for ameliorating the economic conditions of the workers.
- f) To amalgamate, federate, be affiliated, to join and form a block or front with any other organisation, Association or committee whose aims and objectives are not contradictory to those of the Association for the purpose of realising all or any of the aims and objectives of the Association.

g) To do all such lawful things as may be considered to be conducive to the attainment of the objectives mentioned in the sub clause(a) to (e) or any of them.

h) To organise or affiliate branches of the Association in any area within Oil and Natural Gas Corporation, Eastern Region, Assam.

Benefits :

The Association will also strive to provide the following benefits for its members at reduced costs or free of charge when funds permits and general body of members approve.

a) Conducting legitimate trade disputes between any members and his/her employer.

b) Undertaking precaution or defence of legal, his/her employer and land lord or creditor or in condition of his/her civic and political interest and so on.

c) Starting libraries, night school, club, mutual benefits stores and similar institutions.

d) Nursing and medical aid during illness to any members and his/her dependent.

e) Rendering to any member of his/her dependent, credit facilities or benefits in case of old age, sickness, accidents, unemployment, maternity or death.

f) Publishing bulletin, literatures and periodicals.

Ordinary Members :

(a) Any worker employed in ONGC works in India on regular, contingent basis and as contract labours engaged by contractors under ONGC and not less than 18 years of age shall be eligible for admission as an ordinary member of the association provided he or she accepts the aims and objectives and conditions

and pay the subscription of the Association of Rs.6 per year commencing from 1st January every year payable at time or in two or three instalments.

(b) All ordinary members will be entitled to equal rights and previlages as well as all benefits which are provided at the cost of the general fund of the Association. Benefits provided at the costs of special fund are enjoyed only by members contributing to the particular funds. The actual disbursements of benefits to individual claimants is made at the decision of the executive committee under the directive laid down from time to time by the General Meeting of the Association.

Honorary Members :

(a) Any person not eligible for admission as an ordinary members under rule of ordinary members stated above, may be admitted as an honorary members to serve in the Executive Committee. The number of honorary members will not exceed half of the total members of the executive committee.

(b) Honorary members will not be entitled to any of the rights', privileges or benefits of the ordinary members excepting the rights of participating in the committee and meeting in which they are entitled to sit by virtue of their position as office bearer.

The ONGC Purbanchal Employees Association ,Sibsagar, Assam :

The name of the Association is ONGC Purbanchal Employees, Association, Sibsagar, Assam. The head office of the Association is situated at Sibsagar town in the district of Sibsagar, Assam and its jurisdiction is the entire administrative area of the ONGC eastern region.

Objectives :

- a) To organise the whole body of workers.
- b) To promote and protect the interest and welfare of its members and improvement of the condition of their employment by legitimate and constitutional means.
- c) To initiate and promote harmony, fellowship, co-operation and social contract amongs its members.
- d) to represent to the employers concerned , the greivances of the members in a constitutional manner.
- e) to endeavour to settle amicably disputes between employers and employees by negotiation, conciliation or by representation on any arbitration, wage or other boards, courts or conference constituted by Government under Trade Disputes or similar other Acts or otherwise for the purpose; failing that by any other lawful means including strikes or satyagraha as the last resort.
- f) To acquire improvement of the status and position of the members in service with regard to pay, allowance, bonus, commission, leave, hours of work, provident fund, pension, medical help, housing facilities, security of services and to endeavour to provide benefits against retirement, resignation, dismissal, sickness and death, and to provide suitable protection against discharge, dismissal and so on. The decision of the executive committee as to taking up dispute will be final.
- h) To make provision for educational and social welfare of the members and their dependants.
- i) To collect and diffuse such information as may be of interest and use to its members to form and to organise Associations in various areas and sections as part and parcel of this Association.

j) To federate with or affiliate itself to any other union, association or society in India having similar aims and objects, or to amalgamate itself with any petroleum union having organisational set up as envisaged in clause eligibility of membership mentioned below, provided that the procedure herein after stipulated in these rules for such amalgamation is gone through.

k) To make efforts to get suitable legislative enactments to improve the status of its members.

l) To guide and co-ordinate the activities of the branch or sectional union to raise workers standard of efficiency and discipline, and to hold seminars and other instructional courses in furtherance of the members knowledge and understanding of the industry and problems thereof.

m) To develop amongst the employees a high sense of responsibility in discharge of their duties for improvement of the industries or establishments concern.

n) To undertake programmes for education amongst the employees of the ONGC in bringing them towards cooperative movement and to undertake programmes for training up workers for the cooperative field and to publish journals, literatures, news papers, periodicals and for propagating cooperative ideal and inculcate cooperative spirit amongst the members.

o) To foster the spirit of solidarity, service, brotherhood and cooperation amongst the workers of the corporation.

p) To accept grant, donation from Government, non-Government or national or international organisation for education, publicity, training and social upliftment of the workers.

The association belief on truth and non-violence as the means to be adopted for the furtherance of the objectives mentioned above.

Eligibility of membership :

All workers employed in the Oil and Natural Gas Corporation Limited within the Eastern Region, either drawing wages or in any other manners from the nature of their duties, not below the age of 18 years, actually employed on permanent or temporary or on contingent basis, skilled or unskilled in clerical, carriage, survey, medical educational, mechanical, electrical, manufacturing, outdoor, carpentry, masonry, drilling, taining and production and any other activities connected with mining operation or any other operation incidental to mining operation within the jurisdiction of the corporation and similar other departments including scientific research and other, and working on the interest of the corporation will be eligible to be members of the association.

Honorary Members:

Honorary members will admitted as provided under sec.22 of Indian Trade Union Act, 1926. The honorary members will, however, not be entitled to the rights and privileges as allowed to the ordinary members.

Besides all these unions/associations in ONGC, ERBC, there are also some other non-recognised unions/associations like ONGC contractual Workers Union, B.G. Road, Sibsagar, ONGC Contractual Mazdoor Sangha, Lakwa, Nazira Contractual Workers Association, ONGC Contractual Workers Union, DVP, Jorhat and so on.

The picture of worker management relationship in Eastern regional Business Centre, ONGC will be further clear from the following data which we gathered during the course of discussion with the managers and workers of ERBC, ONGC. The data indicates the following matters :

Table - 4.6**Means of conveyance of the workers**

Sl. No	Means of conveyance	Number of workers	%
1.	On foot	5	3.33
2.	Bicycle	13	8.67
3.	Car	-	-
4.	Bus	83	55.33
5.	Jeep	19	12.67
6.	Not definite	27	18
7.	Not stated	3	2
	Total	150	100

From the table-4.6 it is clear that majority that is 83 numbers(55.33%) of the workers of the sample use bus as the means of conveyance to their respective work place. Only 5(3.33%) number of workers goes to their work-place by foot itself, 13(8.67%) numbers of them use bicycle, 19(12.67%) numbers use jeep as the means of conveyance. Rest 27 (18%) numbers of workers' means of conveyance to their work-place is not definite and 3(2%) numbers of workers did not mention about their means of conveyance.

Table - 4.7**Reasons for leaving the previous jobs by the workers**

Sl. No.	Reasons for leaving previous jobs	Numbers of workers	Percentage endorsing each factor
1.	Low pay	32	34.41
2.	Bad treatment	16	17.20
3.	No chance for progress.	45	48.39
4.	Other reasons	-	-
	Total	93	100

It was found that 57 numbers of workers do not have any previous jobs except the respective jobs in the organization of ONGC. Table-4.7 shows that 93 numbers of workers have left the previous jobs due to different reasons. Out of that, majority of the workers 45(48.39%) numbers have left due to the reason that there was 'no chance for progress', 32(34.41%) numbers of workers left the previous jobs because of low pay. On the other hand 16(17.20%) numbers did the same because of bad treatment faced in such organizations.

Table - 4.8

Reasons for absenteeism of the workers

Sl.No	Reasons for absenteeism of the workers	Managers	
		Nos.	%
1.	Nature of job as heavy/hard/ monotonous/ dirty etc.	2	4
2.	Sickness own/family	4	8
3.	Other family troubles	6	12
4.	Engaged in part time business	5	10
5.	Social and religious causes	7	14
6.	Indebtedness	-	-
7.	Personal habits	3	6
8.	Engaged in agricultural work	21	42
9.	Any other reasons	2	4
Total		50	100

The table-4.8 shows that majority, that is, 21(42%) numbers of the managers have the opinion that absenteeism is due to the fact that workers are engaged in agricultural work and not a single manager have the opinion that absenteeism of the workers are because of indebtedness.

Table - 4.9**Managers' opinion on the influence of Trade-Union leaders on the workers**

Sl.No	Opinion about the influence of trade union leaders on the workers	Managers	
		Nos.	%
A.1	Little	16	32
2.	Much	34	68
B.1	Good	31	62
.2	Bad	19	38

Table-4.9 reflects that majority of the managers, that is, 34(68%) numbers have the opinion that there is much influence of trade union leaders on the workers. On the other hand 31(62%) numbers of managers says that influence of trade union leaders on the workers is good for the growth and progress of the organization.

Table - 4.10**Managers opinion about the trade union leaders**

Sl.No.	Opinion about the trade union leaders	Managers	
		Nos.	%
A. 1.	Sincere	46	92
2.	Insincere	-	-
3.	Selfish	4	8
B. 1.	Popular	43	86
2.	Unpopular	7	14
C. 1.	Capable	41	82
2.	Incapable	9	18

Table-4.10 shows that majority of the managers 46(92%) numbers have the opinion that trade union leaders are sincere. Regarding their view on popularity of the trade union leaders, 43(86%) numbers called them popular and 41(82%) numbers of the managers have their opinions that trade union leaders are capable. Only 9(18%) numbers of the managers opines that the trade union leaders are incapable.

Table - 4.11

Workers opinion about the trade union leaders

Sl.No.	Opinion about the trade union leader	Workers	
		Nos.	%
A. 1.	Sincere	67	44.67
2.	Insincere	62	41.33
3.	Selfish	21	14
B. 1.	Popular	61	40.67
2.	Unpopular	89	59.33
C. 1.	Capable	57	38
2.	Incapable	93	62

It was found from the table 4.11 that 67(44.67%) numbers of workers opines that trade union leaders are sincere, 62(41.33%) numbers of workers opines them as insincere and 21(14%) numbers of workers opines them as selfish. Regarding popular and unpopular trade union leaders, 89(59.33%) numbers of workers called them as unpopular and 61(40.67%) numbers of workers opines them as popular. On the other hand 93(62%) of the workers have the opinion that the trade union leaders are incapable and rest 57(38%) numbers of workers of the sample termed them as capable leaders.

Table - 4.12**Workers membership in the union/association**

Sl.No.	Name of the Union/Association	Workers	
		Nos.	%
1.	ONGC Worker's Association	89	59.33
2.	ONGC Purbanchal Employees Association	61	40.66
Total		150	100

Table-4.12 indicates that majority of the workers, that is, 89(59.33%), numbers belongs to ONGC Workers' Association which is affiliated to AITUC whereas 61(40.66%) numbers of workers are the members of ONGC Purbanchal Employees Association which is affiliated to INTUC. In addition to this two main unions, they are also simultaneously members of Diploma Engineers Welfare Association, Transport Workers Association, Oil Field Worker's Association, All India SC/ST Employees Welfare Association and so on.

It was found in the study that ONGC contributes necessary help to trade union and its activities, like providing free vehicle, office space, ambulance granting leave to the members of unions to participate in different activities of the union.

The opinion of the managers regarding having discussion with the workers' union in the following matters like modification of standing orders, Retrenchment, Rationalisation and Grievance procedure are necessary. It was found that managers usually discuss such matters with the workers' union. They also inform the following matters with the union: General economic condition of the organization, marketing of products, sales programmes, Financial aspects which may adversely affect the company and Balance-Sheet and profit and loss account. The managers

also jointly administer with the workers' union regarding welfare schemes, safety measures, working hours, sales programmes and leave and housing facilities.

Regarding the participation in union activities 70 per cent of the workers actively participates in the union activities but the rest 30 per cent of the workers respondents of our sample do not participate actively they feel that their knowledge is too limited for unions to be effective and some of them think that what they do will not matter because they cannot significantly change the outcome anyway.

The workers of our study also believe that a union should consider the economic position of a firm when pressing for a wage increase or its job to concentrate solely, on the benefit of its own members. It was also found that the trade unions are cooperative in carrying out the production programme as opined by the managers of the sample.

The study also reveals that about 87 per cent of the managers have favourable opinion about unions in general because they believe that industrial organisation is a joint enterprise between workers and management and trade union promote identity of interests, trade union helps to increase production by laying down the norms of production; it helps in the maintenance of discipline, it helps to create opportunities for workers' participation in management and to strengthen worker-management co-operation, unions help in the removal of dissatisfaction and redressal of day to day grievances and complaints and it help to facilitate communication with the management. On the other hand, 13 per cent of the managers believe that if workers represent their day to day grievances and complaints directly not through union, it would improve relations with the management. They also think that when workers unions strike on flimsy grounds, incalculable losses occur to producers, community and the nation.

Regarding the leadership of unions, majority of the leaders are from within the industry but some leaders are also taken from outside such as Sri Promod

Gogoi from Communist Party of India and Sri Pranab Gogoi from Congress Party who are appointed by ONGC Worker's Association and ONGC Purbanchal Employees Association respectively.

We asked about the achievements of the unions to the workers and we found that the unions are helpful in giving safeguard to workers against all sorts of exploitation by the employer, by union leaders and by political parties. Also, workers are having the opinion that unions ensure healthy, safe and conducive working conditions, and adequate conditions of work and ensure a desirable standard of living by providing various types of social services - health, housing, educational, recreational, co-operative and so on and by widening and consolidating the social security measures

Workers have many expectations from the unions like to raise the status of trade union members in the industrial organisation and in the society at large, to make the workers conscious of their all rights and duties and to encourage workers' participation in the management of industrial organisation and trade union and to foster worker-management and leader follower co-operation.

Table-4.13 shows the main factors responsible according to the workers of our sample for success of trade unions:

Table - 4.13

Factors responsible for success of trade unions

Sl.No.	Main factors responsible for success	Workers	
		Nos.	%
1.	Solidarity of workers	56	37.33
2.	Justified demand	38	25.33
3.	Capable union leadership	37	24.67
4.	Cooperative management	16	10.67
5.	Others	3	2
Total		150	100

Table-4.13 reflects that 56(37.33%) numbers of workers believes that solidarity of workers is the main factor responsible for success of trade union, 38(25.33%) numbers think that success of trade union depends on justified demand, 37(24.67%) numbers believe in capable leadership, 16(10.67%) numbers believe in cooperative management and rest 3(2%) numbers of workers think some other factors like influence of outsiders, political parties and so on.

Collective Bargaining :

Ramaswamy and Ramaswamy(1981:155) mentioned collective bargaining as follows :

“Collective bargaining has been described as the great social invention that has institutionalized industrial conflict. It is the major institutional mechanism for resolving the conflict of interests between labour and management in free society. The enterprise is everywhere divided into workers and managers. As long as workers deal with the management as individuals, the terms of employment are a matter for unilateral regulation by the employer. It is a system of rule by executive fiat. The moment a trade union is formed, the right of the management to make unilateral decisions comes under challenge. The union emerges as an independent source of power and compels the management to negotiate with it. Unilateral decision-making is replaced in certain spheres by bilateral decision-making. The process by which the union and management deal with each other and together form and implement these bilateral decisions is called collective bargaining”.

It was found that the system of collective bargaining in ONGC, ERBC have varied a great deal. This variation may relate to the level at which the bargaining takes place, issues under negotiation, the nature and extent of third-party intervention and the legality of the contract. ONGC, ERBC have a clearly defined policy regarding

collective bargaining with the work force. They have the collective bargaining committee composed of management and trade union representatives. But when collective bargaining results in deadlock, the parties then avail themselves of conciliation or arbitration.

Joint Committee Meeting (JCM) :

Kempner (1971:225) defines joint consultation as “The process of discussion of the common problems of an enterprise between employers and employees, usually through representatives. It takes place at all levels of an undertaking; but the term is most common applied to meetings between the representatives of senior management and of workers on the shop floor in Joint Consultative Committees or work councils (or Joint Management Councils). These committees(councils) deals with questions of health, training, discipline, welfare and safety and, sometimes, changes in methods of production. They are not usually concerned with questions of wages and conditions of employment which are negotiates with trade unions”

The government policy in term of joint management council was first enunciated in the industrial policy resolution in April(1956:49) The resolution of the planning commission, Government of India Second 5 year plan(1956) stated: “In a socialist democracy, labour is a partner in the common task of development and should participate in it with enthusiam... There should be joint consultation, and workers and technicians should, wherever possible, be associated progressively in management”

ONGC has always accorded high priority to resolution of differences with the union through continued dialogues. The JCM is the apex forum for bilateral negotiations and is convened as and when the need arises but is generally convened

once in a six months. The JCM has been initiated from late seventies and a total of 55 meetings have been held till now wherein many issues like Promotion Policies, wage revisions etc. has been decided. 56th JCM was hosted by Eastern Regional Business Centre, ONGC at Shillong on 26th and 27th September '93.

Participative management at the apex level, that is, Joint Committee Meeting (JCM) is of special significance. All the recognised unions operating in ONGC except for certain locally recognised unions participate in JCM. It is chaired by Director(Personnel). All the policy issues, concerning working conditions, welfare measures etc. are discussed and decided in JCMs. Various promotion policies have been decided in JCMs.

In the study, the management cadres were asked that whether they were affected by strike or not? It was found that ONGC, ERBC had come across different forms of strikes. In 1971 on 4th April there was 12 hours strike organised by ONGC workers' Association for regularisation of contingent employees and due to which 800 numbers of contingent employees were regularised. The then Vice-President Mahmad Kabir Ullah of ONGC Workers' Association went for 86 hours hunger strike in order to improve the working conditions of drillsite, production installations and several other fulfilment of their demands. Presently ONGC Workers' Association claimed that all the facilities provided in different drillsites and production installations of ERBC, ONGC like drinking water, rest room, emergency vehicle, first aid and so on were the result of success of that strike. Again there was a successful strike which result for granting of North-Eastern Allowance in ONGC. The strike took place during 1988 on May 20th from 5.00 am to 22nd May, 5 am, that is, 48 hours in total. This strike was also organised by ONGC Worker's Association. In 1990 the same workers' Association went for hunger strike during October, to get back the 4 days salaries of different employees which was cut by the management.

It was because of some employees of ERBC, ONGC, who joined hand with Sibsagar District Student Union who were on indefinite strike on August, 1990. The management finally allowed their salaries on the ground that during that period they were on special casual leave. Finally there was a strike of 12 hours on March, 1999 organised by Association of Scientific and Technical Officer (ASTO) for pay revision and due to which management have already processing their proposal.

We have outlined below two cases relating to issuing strike notice to the management of ONGC.

Cases relating to issuing of strike notice to the management of ONGC :

A) A notice of intended strike on 6th, 13th, 20th and 27th September, 1994 was served on to the Regional Director, Oil and Natural Gas Corporation Ltd., ERBC, Nazira by Shri M. Rohman, General Secretary, ONGC Purbanchal Employees' Association, Sibsagar with having the reference No. OPEA/SBS/02/04/94 dated 23.08.94.

Reasons for calling the proposed strike ;

The General Council Meeting of the ONGC Purbanchal Employees' Association held at 15.30 hrs. on 18.08.94 at Sibsagar resolved that Shri M. Rohman, P.K. Deori, B.K. Gogoi, M. Podder, H.C. Rajkhowa and N. Ahmed have been elected to serve and conduct direct strike notice on 6.9.94, 13.9.94, 20.9.94 and 27.9.94 to the ONGC management for immediate solution of the following demands:

1) There must be tripartite all India meeting of the representatives of Petroleum Ministry, ONGC management and trade unions to be convened by the Ministry by accepting the principle of joint decision making for sustainable development.

2) Finalisation of wage settlement.

3) to introduce by negotiations : a) shift allowance, b) city compensations allowance.

4) Compensation for modern technology advance (Telematics Sattelite Communication Network).

5) Implementation of carrier growth understanding (MOU) between ONGC management and unions.

6) Pension scheme : A scheme of pension benefit as a social security measure incorporating contribution from ONGC management without any additional charge from workers' earnings by way of salary deduction or by way of agreed mutually contributory formula, should be evolved immediately through joint negotiations without any further delay.

B) A notice of intended strike on 22nd September, 99 was served on to the Regional Director, Oil and Natural Gas Corporation Ltd., ERBC, Nazira by Shri H.C. Rajkhowa, General Secretary, ONGC Purbanchal Employees' Association, Sibsagar with having the references No.: OPEA/SBS/02/AGT/01-1/99 dated 06.09.99.

Reasons for calling the proposed strike :

The executive body of the Association resolved that Shri H.C. Rajkhowa, M. Rohman, N.Ahmed, J. Chutia, R. Borah, S.Paul have been elected to serve and conduct direct action notice (one day total ONGC Bandh on 22nd September, 1999) to the ONGC management for immediate solution of the following demands :

1) As the Ministry of Labour, Government of India has rejected the PRBS of ONGC employees of unionised category, the salary deduction for the PRBS should be stopped immediately.

2) The amount deducted for the PRBS from the salaries of employees of unionised category and the amount of CPF should be refunded with normal interest immediately.

3) Election for recognition of Unions of ERBC should be conducted immediately.

4) The DA grade III of DBG should be promoted to T/M(D) immediately, considering them as Rigman(D) from the date of the joining.

5) Employees of unionised category recruited under R&P 80 regulation should be exempted from MRPR 80.

In case of both the strike notices, the management got success to negotiate with the union and hence there was no question of having such strikes in ONGCL, ERBC.

Table-4.14 shows some of the workers attitude/opinion about strike.

Table - 4.14

Workers attitude/opinion about strike

Sl.No.	Attitude/opinion about strikes	Workers	
		Nos.	%
1.	I do not believe that going on strike could ever benefit me, and I would not do so under any conditions.	2	1.33
2.	I would not be prepared to go on strike unless this was the only way to defend my rights and the strike had the full support of the union	73	48.67
3.	I would be prepared to strike if necessary to secure fair treatment at my place of work, whether or not top union officials approved of this	28	18.67
4.	I would be prepared to strike at any time that it was necessary to support the interests of workers and to help the working class movement anywhere in the country	47	31.33
Total		150	100

Table-4.14 shows that the majority of the workers of the sample, that is, 73(48.67%) numbers have the attitude/opinion that they will not be prepared to go on strike unless this was the only way to defend their rights and the strike had the full support of the union.

The workers respondents also believe that if workers are given more authority with responsibilities in the management, it would reduce the number of disputes in the establishment.

In the study, the workers respondents were asked to whom they first bring their grievances? Table-4.15 shows their response to the above mentioned query

Table - 4.15

Channel for launching one's grievance

Sl.No.	To whom you first place your grievances	Workers	
		Nos.	%
1.	Direct to the supervisor	123	82
2.	Through work committee	-	-
3.	Through union	27	18
4.	Through Outsiders	-	-
	Total	150	100

Table 4.15 reflects that the majority workers, that is, 123(82%) numbers generally place their grievances direct to the supervisor and 27(18%) of the workers launch their grievances through union.

It was found in the study that grievance management system of ONGC, ERBC comprises of informal as well as formal channels. Though in ONGC, ERBC the grievance management system comprises of formal channel and informal channel

but in real sense there is no question of having an informal channel as everything seems formal. The informal channel consists of open hearing and counselling. The formal channel has three stages, namely the Departmental Head, Grievance Committee and Appeals Committee. (APPENDIX- 4.1, 4.2, 4.3(a), 4.3(b), 4.4, 4.5).

In the informal system, the Regional Director is used to chairing an open hearing day on every second Friday (third Friday in case second Friday is a holiday) of the month at 1530 hours in the conference hall, Nazira. The types of grievance to be taken up at such informal sessions are :

1. Welfare, e.g. housing, club, sports, educational facility, canteen, transportation, hospital and so on.
2. In terms of perceived discrimination in treatment, e.g. seniority, promotion, pay fixation and so on and
3. Job related matters.

Finally, in the informal channel of grievance management system, counsellors are nominated by the head of the work-centre whom the aggrieved individual may approach for discussing his/her grievance for guidance and advice.

In the formal channel no by-passing or short circuiting would be permissible, that is, no grievance will be entertained at a higher stage unless and until the previous stage has been utilized. The aggrieved individual will approach first the Departmental Head, then the Grievance Committee, and finally the Appeals Committee will meet periodically to examine the cases. Grievance Committee will meet at least once in a month. It is a fact that in the process of grievance handling, the concerned individual is informed at least 7 days and 3 days in advance regarding hearing of his/her case by the Appeals and Grievance Committee respectively and in case the individual fails to present his/her case before the Grievance/Appeals Committee on the specified date on two consecutive sittings of Grievance/Appeals

Committee, the committee will have the power to decide his/her case without personal hearing.

Grievances in the formal channel is submitted to the Departmental Head and Grievance Committees through the local industrial relation (IR) section. Issues beyond the powers of Departmental Head and local grievance committees at Project or Regions used to be referred for the corporate grievance committee for advice/ observation/decision. Grievance Committees can call for any document/person in discharge of their duties and the decision of the Grievance Committee is conveyed to the individual, and it is considered final. However, an individual may appeal to the Appeals Committee in respect of only such issues as fall within the purview of Appeals Committee's examination.

In the formal channel, the first stage to launch grievance by the workman/executive is to the departmental head which is either verbally or in the form of a written complaint as per his/her choice. If it is a written complaint it should be submitted in duplicate in the prescribed proforma available in Industrial Relation Department.(APPENDIX-4.5).

If the complaint is against the Departmental Head himself, the grievance may be presented to the Grievance Committee in accordance with the procedure laid down in the next stage.

The decision about the grievance is conveyed to the individual within four to fifteen days depending upon the nature of the grievance and if the aggrieved person does not get a reply within 15 days, he/she may approach the next stage. The details regarding stage I are placed at (APPENDIX-4.2).

On the other hand, if the workman/executive is not satisfied with the decision of the departmental head or does not get a reply within the stipulated time of 15 days, he/she may present his/her grievance to the Grievance Committee through

industrial relation department in the prescribed form available in industrial relation department. The employee may present his/her case in person before the committee. He/She may also take the assistance of any other employee for this purpose.

To the aggrieved person the decision is used to be conveyed by the grievance Committee within 15 to 60 days, depending upon the nature of grievance, from the date of hearing. If he/she does not get a reply within the stipulated time as mentioned above, he/she has the option to appeal to the Appeals Committee with a view to ensuring speedy disposal of grievances of employees whose grievances have not been settled after following normal procedure, an 'Appeals Committee' has been formed at Headquarter.

The Appeals Committee will formulate its own procedures. The chairman of the Appeal's Committee is used to decide whether a case is 'fit for admission to Appeals Committee or not. It can call for any document/person in discharge of its duties. The recommendations of this committee are submitted to the chairman of ONGC and his decision is final.

This 'Appeals Committee' has its sitting, at periodical intervals, at various work centres, when it looks into the individual grievances pertaining to service matters like salary, leave, promotion and seniority.

The grievance procedure mentioned above is applied to all regular workmen and executives upto manager/superintending engineer (E4 level) working in the organization of ONGC.

Complaints affecting one or more individual working or executives in respect of their wages, leave, promotion, seniority, hours of work, overtime, and so on may be redressed under this grievance procedure. The machinery under this procedure may be availed of by a workman or executive on receipt of an order causing a grievance or when the occasion for complaint actually arises. However,

the grievance procedure will not include the matters arising out of the following matters.

(a) Disciplinary action under the conduct, discipline and Appeal rules.

(b) Imposition of penalty and termination of service of an employee.

(c) General issues pertaining to pay scale, dearness allowance, fringe benefits, gratuity and so on.

(d) Matters of training either in India or abroad, and

(e) Promotion to the post of Chief Manager/ Chief Engineer(E5) and above.

Also, it is the head of the work-centre who decide that whether or not a particular issue/complaint brought up by worman/executive is to be treated as a grievance or not and his decision is final.

It was found that, an aggrieved employee, whose grievance has not been settled, after following normal procedure, within 3 months of the date of submission of his/her grievance may addressed his/her grievance direct to head (Industrial Relation), Directorate of Personnel, Tel Bhavan, Dehradun, giving full facts and details of the case and another copy to the Head of office/project/region concerned, as the case may be.

In the study 85 per cent of the workers of the sample, believe that the union/association can resolve their grievances but they do believe that there are limitations of the union/association to resolve their grievances. Such limitations in their opinion are disunity of workers, unjustified demand, incompetent union leadership, unco-operative management, strong case of management and so on.

Regarding giving attention by the management to the grievances of the workers, most of the workers in the sample believe that management is helpful in resolving their grievances.

Working conditions and work place :

The workers of the sample under study were asked about their opinion on the working conditions of their work place. The table 4.16 shows the picture related to working condition in ONGC, ERBC :

Table - 4.16

Working condition in ONGC, ERBC.

Sl.No.	Working Conditions	Workers	
		Nos.	%
1.	Excellent	-	-
2.	Good	85	56.67
3.	Fair	53	35.33
4.	Poor	12	8
	Total	150	100

From the table-4.16, it is clear that 85(56.67%) numbers of the workers in the sample are having the view that working conditions of ONGC, ERBC is good, 53(35.33%) numbers have the opinion that it is fair and only 12(8%) numbers of the workers believe that the working conditions inside the industry of ONGC, ERBC is poor

Table-4.17 indicates the relationship between senior workers with their juniors.

Table - 4.17**Relations between workers and their juniors**

Sl.No.	Relations between workers and their juniors	Workers	
		Nos.	%
1.	Very cordial	24	16
2.	Cordial	123	82
3.	Do not care	3	2
Total		150	100

Table-4.17 shows that 123(82%) workers of the sample have cordial relation with their juniors, 24(16%) workers have very cordial relation with their juniors, whereas 3(2%) workers do not care for their juniors.

Table-4.18**Relations between workers and their immediate superior**

Sl.No.	Relations between workers and their immediate superior	Workers	
		Nos.	%
1.	Very good	53	35.33
2.	Good	97	64.67
Total		150	100

Table-4.18 shows that 97(64.67%) workers of the sample have good relations with their immediate superior, whereas 53(35.33%) have very good relations. All this is possible due to superior's friendly and helpful attitudes. It is also notable that not a single worker of the sample have either poor or very poor relations with their immediate superior.

Data are also taken about the nature of supervisors from the opinion of the workers. Table -4.19 reflects the nature of supervisor in ONGC, ERBC.

Table - 4.19
Nature of Supervisor in ONGC, ERBC

Sl.No.	Nature of Supervisor	Workers	
		Nos.	%
1.	Strict	26	17.33
2.	Lenient	38	25.33
3	Amiable/friendly	42	28
4.	Honest	13	8.67
5.	Helpful	31	20.67
Total		150	100

It is very clear from the table-4.19 that majority of the workers of the sample, that is, 42(28%) numbers believe that their supervisors are amiable/friendly. 26 (17.33%) numbers have the opinion that their supervisors are strict, 38(25.33%) numbers think that their supervisors are lenient , 13(8.67%) workers opine that they are honest and 31(20.67%) said that their supervisors were helpful. It was also found that usually both supervisors and management are not partial to any particular group of workers.

In the study, it was found that 125 (83.33%) workers have the opinion that they are given clear and specific job instruction. On the other hand 25(16.66%) workers said that they are not given clear and specific job instruction. They believe that it is mainly due to the non-cooperative nature of their supervisors and also in the

case of contractual rigs run by private parties where sometimes ONGC workers also have to work. Since such rigs are run by private parties, sometimes it is difficult to have proper co-ordination between ONGC workers and the private workers. Our data also shows that workers sometimes faces problems while performing their duties. These problems are mainly because of flood, blow out in the operational areas which creates pollution and many accidents and sometimes due to non-availability of required tools and other materials. They also face a problem of non-availability of proper canteen near the work-place in case of remote operational areas. Table-4.20 shows the difficulties the workers face in their occupation.

Table - 4.20

Worker's difficulties in the occupation

Sl.No	Workers difficulties	Workers	
		Nos.	%
1.	Promotions are not satisfactory	6	4
2.	Want to go from this place	12	8
3.	Hard work,too much responsibility, stress, pressure	14	9.33
4.	Long working hours	3	2
5.	It doesn't need much skill	16	10.66
6.	I feel that I can do a better job than this	7	4.66
7.	Feel sick of it	5	3.34
8.	Unsatisfactory physical conditions	12	8
9.	Non-availability of tools, equipment,machines	21	14
10.	Monotony of work	15	10
11.	No difficulties	39	26
	Total	150	100

So it is clear from the table-4.20 that 39(26%) workers do not have any difficulties. On the other hand 111(74%) have some problems about the present occupation. Out of that, 6(4%) of workers believe that promotions are not satisfactory, 12(8%) workers want to change their place of work, 14(9.33%) workers have the opinion that they have to perform hard work, and have too much responsibility, stress and pressure, 3(2%) of the workers complain about the long working hours of ONGC workers, 16(10.66%) workers believe that their work doesn't need much skill and hence they do not have chances of much improvement of their skill, 7(4.66%) feel that they can do a better job than the present one, 5(3.34%) of them feel sick of it, 12(8%) workers found unsatisfactory physical conditions in the work-place, 21(14%) workers of the sample dislike their present occupation due to non-availability of tools, equipment, machines and so on in the work place and rest 15(10%) dislike their present occupation because they think that their work is monotonous.

It was found in the study that the labourers' working hours is mainly divided into three shifts. Out of that one is general shift which is applicable to office workers which starts from 8 a.m. to 4 p.m. On the other hand, day shift (6a.m. to 6 p.m.) and night shift (6 p.m. to 6 a.m.) are for the field workers. Some of them do not want to go for night shift due to their family problems and also due to the insurgent problems developed in the state of Assam. The study also reveals that field workers used to receive Rs.500.00 to Rs.1,500.00 monthly overtime allowance. Also it is a fact that in any case, the overtime allowance payable to an employee in any month shall not exceed one-third (1/3) of his monthly emoluments.

Social Interaction with fellow Workmen :

The workers of the sample were also asked about their talk/conversation with their workmates. Table-4.21 reflects the frequency of talk/conversations of the workers with their workmates.

Table - 4.21

Frequency of talk/conversations of the workers with their workmates.

Sl.No.	Frequency of conversation/talk of the workers with the workmates	Workers	
		Nos.	%
1.	A good deal	53	35.33
2.	Just now and then	97	64.67
	Total	150	100

Table-4.21 indicates that majority of the workers of the sample that is, 97(64.67%) talk just now and then with their workmates and 53(35.33%) of the workers opine that they have a good deal of talk/conversation with their workmates, whereas not a single worker of the sample was found isolated.

It was found in the study that about 15 to 50 numbers of workers are around each other in actual place of work. They have talk/conversation mainly about work and also have conversation about things outside the plant. These talks are carried out during work as well as during breaks.

Regarding close friends of the workers among the workmates, it was found that majority of the workers, that is 47(31.33%) have friendship with their workmates because of their habits and nature which are similar to each other. Other reasons for their friendship are shown in table-4.22.

Table - 4.22**Reasons for their close friendship (first preference)**

Sl.No	Reasons for Close friendship (first preference)	Workers	
		Nos.	%
1.	Belong to the same caste/tribe	11	7.3
2.	Serious,honesty, hard working, industrious man	23	15.33
3.	Habits and nature are similar to mine	47	31.33
4.	Friends since school/ college days	28	18.67
5.	Relatives or connections by marriage	13	8.67
6.	Belong to the same place	25	16.67
7.	Others	3	2
	Total	150	100

An survey was done to find out whether the workmates meet each other outside the plant or not? It was found they meet each others in their respective houses, villages, town, market places and so and so on.

Table-4.23 gives the result of the survey about workers' interaction with their workmates' family membrs :

Table - 4.23**Social interaction among the families of workmates.**

Sl.No.	Social interaction among the families of the workmates	Workers	
		Nos.	%
1.	Very good	74	49.33
2.	Good	55	36.67
3.	Nominal	17	11.33
4.	Not at all	4	2.67
	Total	150	100

The table-4.23 reflects that the majority, that is 74(49.33%) of the workers maintain very good social relationship among the families of the workmates and they know one another very well. 55(36.67%) numbers of workers of the sample have good relations with their family members. On the other hand, the above table shows 17(11.33%) of worker have nominal (saying hello) relationship with their workmates family members and only 4(2.67%) workers in the study have not connection with their workmate's family members. The social interactions take place through mutual visits and attendance at social occasions.

The study also indicates that workers of ONGC, ERBC express and disclose most of their difficulties and worries with their friends, supervisors and to some extent to the management. They receive sympathetic considerations from the management, friends and from their supervisors. They help them in their personal/ family problems by extending their moral support and financial help.

Table-4.24 shows the views of managers and workers of the study about how often do the workers or workers and staff meet together for sports, feasts and entertainment.

Table - 4.24

Managers view about the frequencies of workers or workers and staff meet together for sports, feasts, entertainment.

Sl.No.	Frequencies	Manager	
		Nos.	%
1.	Once a month	5	10
2.	Once in six months	14	28
3.	Once a year	28	56
4.	Very seldom	3	6
Total		50	100

Table - 4.25

Workers view about the frequencies of workers or workers and staff meet together for sports, feasts, entertainment

Sl No.	Frequencies	Workers	
		Nos.	%
1.	Once a week	12	10
2.	Once a month	27	18
3.	Once in six months	24	16
4.	Once a year	87	58
5.	Very seldom	-	-
Total		150	100

From the table-4.25 it is very clear that in ONGC, ERBC there used to have all workers or workers and staff meet together for sports, feasts, entertainment and so on.

Pastime and Recreation

If change is the spice of life, the spice for the employees lies in reading room, listening to music, visiting friends, television watching, going for cinema, games and union activities. Table-4.26 reflects the types of recreation which the workers of ONGC, ERBC enjoy.

Table - 4.26
Types of recreation.

Sl.No.	Types of recreation	Workers	
		Nos.	%
1.	Reading	18	12
2.	Listening to music	29	19.33
3.	Visiting friends	57	38
4.	T.V. watching	73	48.67
5.	Going for cinema	41	27.33
6.	Others	79	52.66

From table-4.26 it is clear that about 18(12%) of workers prefer reading in their off-duty hours, 29(19.33%) workers listen to music, 57(38%) workers visit friends and other relatives during their free time. On the other hand 73(48.67%) workers watch television during their leisure time. 41(27.33%) workers generally go to see cinema in picture halls, whereas 79(52.66%) workers take some other type of recreation during their leisure time. Such types may be participation in games, visiting clubs, union activities, devoting themselves in household duties and so on. It was also found that more than 70 per cent of the workers are members of music society, library, sports club and staff club and while going to participate in such cultural activities and functions in such places they used to take their families.

Workers' Aspiration for their children's education:

Table-4.27 will show the kinds of education the employees (workers) would like to have for their sons or daughters:

Table-4.27

Worker's aspiration for their childrens' education

Sl.No.	Worker's aspiration for their childrens' education	Workers	
		Nos.	%
1.	Technical qualification: Bachelor degree and above	31	20.67
2.	Technical qualification: Diploma and certificate course.	59	39.33
3.	General post graduate and above	9	6
4.	Graduate	15	10
5.	Computer education which includes MCA and other courses	19	12.67
6.	MBA, CA, CS etc.	17	11.33
	Total	150	100

From the table-4.27, it was found that total 31(20.67%) workers like to give technical qualification(Bachelor degree and above) to their sons/daughters, 59(39.33%) numbers wanted to have technical diploma and certificate course to their sons/daughters, 9(6%) workers think that their sons/daughters should obtain the degree of general post graduate and above, 15(10%) workers wanted that their sons/daughters should become graduates, 19(12.67%) workers like to give computer education which includes MCA and other courses to their sons/daughters and 17(11.33%) workers will be happy if their children complete professional degrees like MBA, CA, CS and so on.

It was also asked whether the workers are in a position to afford education which they like to have for their sons/daughters. It was found that they are financially sound to afford such kinds of education to their sons/daughters.

Jobs satisfaction :

In the study, the workers were asked about the best jobs in the ONGC, ERBC and it was found that Regional Director(RD), all Group General Managers (GGM), all General Manager(GM) and all Deputy General Manager(DGM) of different business centres of the ONGC, ERBC were the best jobs in the industry.

Table-4.28 shows the highest job the workers think to get in the industry ONGC, ERBC. But it was found that the five workers will remain in the same position of W-VII and 10 workers remain in the same position of S-IV level because of the fact that they are on the verge of retirement and they will not get any further promotion in their service period in ONGC.

Table - 4.28

Highest job which the workers can obtain in the industry

Sl. No.	Hghest job which the workers can obtain in the industry	Eligibility for promotion to the highest job of different numbers of workers with experience in years			
		After 0 - 10 yrs	After 10-20 yrs	After 20-30 yrs	After 30-40 yrs
1.	W - VII	—	—	—	31
2.	A - I	3	—	—	—
3.	S- III	—	—	—	29
4.	S- IV	—	—	—	42
5.	EO	—	—	—	4
6.	E - 1	—	—	—	5
7.	E - 2	—	—	—	6
8.	E - 3	—	—	—	7
9.	E - 4	—	—	—	2
10.	E - 4 and above	—	—	6	—

The above table-4.28 reflects that for 31(20.66%) numbers of workers of the sample will get their highest job as W-VII level, 3(2%) numbers will get their last promotion as A-I level, 29(19.33%) numbers will get their highest job as S-III level, 42(28%) numbers will get their highest job as S-IV level and 30(20%) numbers will get their highest job as E-O and above level. The table-4.28 also shows that 3(2%) of the workers will get their highest job after having 0-10 years of experience in their job, 126(84%) of the workers will get their highest job in the industry after 30-40 years of their service, whereas 6(4%) numbers of workers will get their highest job in the industry after 20-30 years of experience in service.

The workers were also asked about their preference of their best occupations in the industry. Table-4.29 shows some of the best job according to workers own choice

Table - 4.29

The best occupation according to workers' choice

Sl.No.	The best occupation according to workers choice.	Workers	
		Nos.	%
1.	P & A officer	21	14
2.	F & A officer	6	4
3.	Engineer	53	35.33
4.	Chemist	7	4.67
5.	Geologist	9	6
6.	Geophysicist	2	1.33
7.	Fire officer	1	0.67
8.	E & T officers	3	2
9.	E & S officers	4	2.67
10.	Same job	25	16.67
11.	Doctor	8	5.33
12.	Security officer	11	7.33
	Total	150	100

From table-4.29 it is very clear that 25(16.67%) workers like their own job and do not prefer any other job as they feel it is according to their own capability. Rest of the (83.33%) workers prefer some other jobs as given in the table-4.29. It is because they find more power, prestige and social status in such jobs.

Workers opinion were taken into the account about their reasons of choosing the present occupations. It was found that workers rate ONGC, ERBC as one of the best organization in Assam. They feel that social prestige is gained by working in ONGC, ERBC. The whole picture will be more clear from the table-4.30 and table-4.31.

Table - 4.30

Reasons given by the workers for choosing the occupation

Sl.No.	Reasons for choosing the occupation	Workers	
		Nos.	%
1.	Better status and prestige	21	14
2.	Better chances of promotion	7	4.67
3.	Greater job security	59	39.33
4.	Better scale of pay and other monetary incentives	27	18
5.	Good service conditions	18	12
6.	Good welfare facilities	15	10
7.	Others	3	2
Total		150	100

So it is clear from the table-4.30 that workers thinks that they have better status and prestige, better chances of promotion, greater job security, better scale of pay and other monetary incentives, good service conditions and so on.

Table - 4.31

Reasons for advising others for joining ONGC

Sl.No.	Reasons for advising others for joining ONGC	Workers	
		Nos.	%
1.	Better status and prestige	5	3.33
2.	Cooperation from management	7	4.67
3.	Redressal of grievances	-	-
4.	Better chances of promotions	4	2.67
5.	Greater job security	43	28.67
6.	Better scales of pay	29	19.33
7.	Greater opportunities for use of skill	2	1.33
8.	Good working conditions	4	2.67
9.	Good workers-management relations	3	2
10.	Good monetary incentives	21	14
11.	Good service conditions	9	6
12.	Good welfare facilities	23	15.33
	Total	150	100

The study also reveals that the workers even if they get better job at a distant place with better prospects, they do not want to leave their native place. But it was also found 12(8%) workers want to go from the present place of work as they are not local people.

Suggestions of the employees :

The different categories of employees of the corporation have suggested a number of measures for improving industrial relations in their establishment. In the light of the present industrial relations obtaining in the corporation, the following suggestions are remarkable.

(1) 43.5 per cent workers suggest that good and strong leadership of the union can go a long way towards healthy industrial relations in the establishment.

(2) Suggestion has also been made by about 28 per cent workmen for improving 'working conditions' and that a complaint book should be maintained in each department or section of the industry which should be open to any workers.

(3) Majority of the managers and 21 per cent workers suggest for extending the sphere of welfare activities by the corporation.

(4) 27.5 per cent workers suggest that the work place should be made more attractive.

(5) 47.5 per cent managers and 16.5 per cent workers suggest for laying down deterrent penalties for delay in implementation of different schemes of welfare..

(6) 21.5 per cent managers and 39.5 per cent workers suggest for expediting settlement of disputes. Grievances are required to be handle properly and quickly so that employees are not made to wait for long for justice as this might result in frustration and slackening of interest in work.

(7) 43.5 per cent workers also suggest for making available the standing orders and code of discipline in simple Hindi and possibly in the dialect of the region.

(8) 45.5 per cent managers suggest for safeguarding the unions against excessive domination by the political leaders.

(9) As many as about 25.5 per cent workers want only efficient officers should be appointed as incharge of different sections of the corporation and that the management should be impartial in handling the problems of the employees.

(10) 12.5 per cent gave suggestion about the delegation policy of the corporation that it should be laid down in more specified terms so that the subordinate staff may contact at once the immediate officer/s concerned. The officer/s concerned could also thus have a constant eye on the development of their section. Quick and effective decision would thus be facilitated.

(11) 31 per cent workers and 13 per cent managers gave suggestions regarding increased provision for housing.

(12) 12.5 per cent of the managers felt that the personnel department should play a more crucial role.

(13) 15 per cent managers and 27 per cent workers think that the workers' participation in the management of the company is the urgent need of the day. The existence of the works committee in the concern is only nominal and ineffective. Production Committee, Safety Committee, the Joint Committee Meeting (JCM) and the working of the existing works committee should be made effective in the corporation.

(14) 17 per cent workers suggest for necessary uniforms and other articles for safety should be made available to the workers for their proper functioning.

(15) 13 per cent managers suggest that the objections raised and the irregularities pointed out by the Inspector of Factories and Boilers should be seriously attended to.

(16) 26 per cent of workers desire for better provision of recreational facilities.

(17) 18 per cent of workers suggest for the need for better behaviour on the part of superior officers which would improve coordination and cooperation among the various sections, fair promotions etc.

(18) About 11 per cent of the workers and 29 per cent of the managers have emphasised the need for better solidarity of workers.

(19) From amongst the managers, 10 per cent felt the need for better machinery.

(20) Educative role of the union and its recognition were emphasised by some 9 per cent workers only.

(21) 33 per cent of the managers and 8 per cent of the workers advocated for government intervention or control ranging from appointment of honest labour officers to nationalisation.

(22) Most managers and 45.5 per cent of the workers suggest issuing corporation share to all employees which would go a long way in bettering industrial relations in the corporation.

(23) Majority of the workers were against the fixed tenure of 3 years posting of officers (managers) in ERBC. They said it has a direct impact on the overall productivity of the region as people are more concerned about passing the period of three years rather than doing their work. So they want that the three years transfer policy should be reviewed.

This aspect could be explained in the following two ways:

(a) It requires a good amount of time to adapt to a new environment, Distinct Sub-cultures tend to develop in large organisation like ONGC both in terms of size as well as geographical locations. So, by the time officers (Managers) adapt to the environment and start reaching their peak, its time to pack up and leave the region. So this affects the productivity both at the beginning of the

tenure as well as towards its end. And the same process is repeated years after years leading to the aforesaid impact. So the organisation is not able to derive the true potential of the employees due to fixed tenure of three years service in Eastern Regional Business Centre (ERBC).

(b) The second reason could be a lack of attachment towards the region due to fixed tenure. Even if the officers (Managers) have the desire and drive to improve the system prevailing in the region, the fixed time period does not permit them to do so beyond a point. It takes a considerable amount of time to mould a systems. However, due to fixed tenure, the moulding remains half backed, thereby affecting its productivity. Moreover, the attachment towards the region may not be 100 per cent in such case. Officers may somehow want to go through this period and the desired level of motivation may not be there. This has a direct impact on the workers also. They do get affected by frequent change in the style of functioning. Also, the perceived lack of attachment of the superiors leads to demotivation of the workers and management cannot expect the same kind of commitment that they desire from them.

(24) A large number of workers(65%) have opposed the 14/28 day ON-OFF duty pattern (which is given as transit facilities for officers after completing their 14/28 days of regular duty they get off duty of another 14/28 days) available in the region due to which they think the whole system of a particular section get affected which in turn affects the productivity.

(25) Majority of the workers perceived that the reward system in ONGC is affected by personal equation and it should be made more objective and transparent. Most organisations believe that their reward systems are designed to reward merit and performance. The problems lies in defining merit. One person's merit may be another person's favouritism and then it becomes a cause of concern.

This will result in demotivation of deserving employees, which is bound to affect their performances in the future. If people perceive that their efforts are not recognised or rewarded, and if they view their alternatives are limited, they may continue working but perform at a level considerably below their real capabilities.

(26) Majority of the employees suggested for more discipline, punctuality, team spirit, mutual trust and cooperation.

(27) 75 per cent workers said that the controlling officer should spend more time with their subordinates.

(28) A sizable majority of the employees feel that more weightage should be given to qualification. They have the opinion that promotion should be based on experience and merit and should not be time based. Also they said, higher qualified persons working in lower post should be given incentives.

(29) 33 per cent of workers have the opinion that 'top management' should set examples to follow rules of the organisation.

(30) Employees in large numbers also suggested for decentralization of units with more accountability and power and there must have clear job specification aiming at productivity and growth. They also suggested for compulsory job rotation of employees which would have two advantages - (i) It would provide wider exposure to the employees which would result in continuity of work in the absence of an employee and (ii) Employees would not find the work monotonous, that is, doing the same kind of routine work and would welcome change in their work.

(31) As many as 39 per cent of the employees suggested that communication with corporate office should be improved to ensure quick decision making and sorting out problems quickly.

(32) A vast majority of the employees have the opinion that adequate training should be imparted to all employees to keep them updated with the latest developments in the area of their work. Steps should be taken to ensure that at least half an hour every week is set aside for every employee to keep employees updated with the recent developments, listen to their problems and suggestions and have proper interactive sessions with them.

(33) 25 per cent of the managers asked for introduction of yoga therapy for positive thinking and work in , ONGC, ERBC.

CHAPTER - V

**INTERACTION BETWEEN THE
INDUSTRY AND ITS NEIGHBOURHOOD**

CHAPTER - V

INTERACTION BETWEEN THE INDUSTRY AND ITS NEIGHBOURHOOD

Thus far we have dealt with industry as a phenomenon somewhat isolated from all other social organizations and institutions. We have not looked on it from the aspect of interaction between the industry and its neighbourhood and to some extent we have considered industry as an independent little society, complete with its own culture, roles, personalities, strains and stresses. Schneider (1969:397) points out : "... However, industry does not exist in isolation. On the contrary, our industries are embedded in a social matrix of community and society, and both industry on the one hand and community and society on the other are constantly, influencing each other in many diverse ways". He (Ibid:398) further states that the industry and the social context influence each other in more direct ways. Industry reflects the character of the community in which it is. It also shows its attitudes towards work, toward management, toward labour. The community, on the other hand, feel directly the effect of what is happening in industry. Thus, a technological change in a factory may affect, in fundamental ways, the potentialities of family life, including relationships between husband and wife or between parents and children. Similarly, other technological or organizational changes in industry may rearrange the social classes of a community or transform the basic nature of its population. In some cases, such change may annihilate an entire community, or move it a hundred miles away, or transform it from a sleepy little town to a roaring boom city.

Gisbert(1972:255) states that "The most pervading factor with which industry has to interact is society itself, so much so that the mutual interaction and influence between the two, while being a platitude, offers a wide field for exploration. The question here is to define the range of this influence and the ways in which it is

exerted. There is indeed a vast bibliography dealing with this question as it manifests itself in various parts of the world, as well as concerning society in general...”.

Sharma(1974:152) also points out an aspect of non-work behaviour of the Indian automobile worker. The main focus is on (a) the extent to which the workers participate in the affairs of their neighbourhood and community of residence; and (b)the factors that affect such participation. The purpose is to gain an understanding of the patterns of non-work behaviour such as leisure time activities, membership of voluntary organization, the degree of neighbourhood and community involvement, and of the factors that influence such behaviour. He feels that this understanding is an important input for a more meaningful study of the industrial worker’s behaviour at work.

So, in this chapter we will study the interaction between the industry and its neighbourhood. In other words, we will study the impact of the industrial system on other systems or sub-systems of the society.

In view of the above mentioned facts the impact of the industry of ONGC on a village named Lakwa Charingia Konwar gaon is highlighted in this chapter. Also it will focus the other details regarding ONGC’s commitment to the upliftment of quality of life of the people in and around its operational areas.

Lakwa Charingia Konwar gaon is the name of a village under the Khaluwa block in Sibsagar district of Assam. It is located just opposite of Lakwa ONGC colony which is 20 km away from Nazira, the ONGC’s headquarter of Eastern Region and it is 35 km. away from Sibsagar town in Sibsagar district of Assam. The village has 176 households with a total population of 1232 persons of which 587 are males and 645 are females.

Lakwa Charingia Konwar gaon, has a significant historical background of its own. According to a legend, four ‘Lak’, that is, pillars or posts were fixed in

the ground for demarcating the boundaries of a big area which is now known as Lakwa. It consists of several villages. The word 'Lakwa' is derived from Assamese word 'loghowa' which means to get together. Thus it is believed that in this particular place many people came from different places during Ahom rule and they, got settled. 'Charingia Konwar gaon' is one such village under the jurisdiction of Lakwa. It is believed that the establishment of this village was in the year 1817 A.D. During this year the Burmese king crushingly defeated Purnananda Burahgohain who was one of the very important nobles of the king Chandra Kanta Singha of Ahoms in Assam. It is believed that many 'Konwars', that is, princes of Ahoms of Assam shifted their place of residence for their original place to different locations. 'Charingia Konwar gaon' is also a outcome of this incidence where some Ahom princes(Konwars) from the place Charing had migrated to the locality of Lakwa and hence established the Charingia Konwar gaon in Lakwa.

The village Lakwa Charingia Konwar gaon is under Nazira Mohkuma which is 20 km away and it falls under the Khaluwa block which is about 6 km away from this place. In the jurisdiction of the village, there are eleven numbers of ONGC's drilled wells. Three namghar (local centre of devotional worship), one public health water supply unit, one big Assam State Electricity Boards' transformer sub-station, one weaving centre and two lower primary schools. The village is surrounded by three industries, viz. ONGC, Lakwa Liquefied Petroleum Gas (LPG) plant of Gas Authority of India Limited (GAIL) and two tea estates which are Lakwa tea estate and Naharhabi tea estate.

Besides all these, there are ONGC's daily market and shopping area, ONGCL's Dispensary, one Post Office, one Masjid, two Pharmacies, one vocational centre, one Telephone Exchange, one Computer centre, one Lakhimi Gaonlia Bank, some other ONGC's installations like gas gathering station, effluent treatment plants,

water injection plants and so on. In the ONGC's colony, one staff club, one canteen, one mandir(place of worship), one Central School, one K.G. School, one lower primary school, one Officers' club, one children park, two numbers of playgrounds, one basket ball court, one volleyball court, one badminton court, different ONGC's offices along with 72 numbers of 'A' type quarters (Assam type plus RCC), 154 numbers of 'B' type quarters (two plus three storied), 60 numbers of 'C' type quarters(three storied) and 28 numbers of old 'B' type (Assam type) quarters are present inside the ONGC's colony.

Charingia Konwar gaon is also easily accessible to Lakwa Police Station, Lakwa Railway Station, Lakwa Natya Mandir (cultural centre), Lakwa playground, model English School at Lakwa, Lakwa Girls High School, Tantia Higher Secondary School, Vatinery Science Centre at Lakwa, Patsaku College, Patsaku Hospital, Rangagarh Deohal (Ahoms Religious place), Lakwa weekly market and other nearby villages. All these centres or institutions and villages are located between 0-10 km distance from the village of Charingia Konwar gaon.

The inhabitant of Lakwa Charingia Konwar Village :

From the description of the social background of the respondents as given in Chapter-II it is clear that there is significant impact of ONGC on the life of the villagers of Charingia Konwar gaon in different aspects of their family composition. The changing attitudes towards the nature of family, that is, change from joint family to nuclear family is very much evident from the fact that out of 100 respondents, 24 live in nuclear families.

About 7 per cent of our village respondents are graduates, 16 per cent of them are intermediate, 42 per cent of the respondents are matriculates, 17 per cent of them are pre-matrices, 5 per cent of the respondents can read and write,

and only 13 per cent of the respondents are illiterate. It was found that the respondents' fathers' and paternal grand fathers' educational qualification or level was much lower to the respondents' own educational level.

Traditionally, the respondents fathers' and paternal grand fathers' occupation was mostly related to agriculture. But by the implementation of the ONGC project in Lakwa, 12 per cent of the respondents have become ONGC employees, 23 per cent of the respondents have taken up business and about 2 per cent of the respondents' occupation is related with other activities like carpentry, fishing, handicraft works and so on. It is also found that the remaining 63 per cent of the respondents whose main occupation is agriculture were also engaged in subsidiary occupations.

Out of the 100 respondents of the study, 46(46%) of the respondents' monthly income is below Rs.5,000/- whereas, 54 per cent of the respondents' monthly income is between Rs.5,000-10,000/- which is much higher than other villages of Assam as 'the optimum income of the respondents of village Dinjoy was Rs. 10,833.33 a year. The same of the respondents of village Dhemagorh No.1` was Rs.3,333.33 per annum'(Borthakur : 1994,p.46).

The economic status of the members of the respondents' families shows that 627 members of the villagers of the sample were dependents and around 173 numbers of members of the respondents' families have independent incomes. Moreover, there is about 1080 bighas of cultivable land found in the village and average land holdings by each household is 5 bighas(1 bigha = about 0.3 acre).

Regarding the status of the women in Charingia Konwar gaon, it is found that due to increase of the literacy rate, women are comparatively free to take up different economic roles in their society. In the village about 3 per cent of the women are engaged in government service as health workers, teachers and office worker. Six per cent of the women are busy with weaving of cloths in their houses

and in the weaving centre located in the village. Some women are also doing business by establishing a vocational centre for weaving and a computer centre where they used to give training to the villagers. All these above mentioned facts prove that non-agricultural job opportunities have increased for women thereby raising their status.

The study shows that 100 per cent of the villagers of the sample were Assamese. The study also shows that many villagers are able to read and write other languages like Hindi, Bengali and English upto some extent. It is an established fact that traditionally most of the villagers knew only their mother tongue which is Assamese. All these changes noticed in the life and attitudes of the villagers was possible mainly due to the implementation of the ONGC project in Lakwa. It brings people closer from all parts of India and their interactions proved to be crucial in terms of bringing changes in the minds of the people of Charingia Konwar gaon. One such important change of attitude is in terms of their opinion about the caste system. It is found that out of the 100 respondents, 67 of them disapproved of the caste system because they are of the view that it is harmful to society(25.37%), 19.40 per cent said that it is dangerous to the nation, 31.34 per cent of them said that caste is a bad institution, 10.45 per cent of respondents believe that it is against public opinion and the rest (13.43%) consider that caste creates social disorder and disharmony (table -2.39 and 2.41 in chapter II)

The respondents of our study also mentioned the means or ways to eradicate caste system which are namely, through intercaste marriage, education, westernization, better occupation, accumulating wealth to buy the luxuries, modernization, purchasing property and by taking active part in community life. The details of all these were already discussed in chapter-II.

Interaction between the Lakwa ONGC's Project and Villagers of Lakwa Charingia Konwar Village and with few Prominent Citizens of its Neighbourhood :

In this study data about villagers' of the Charingia Konwar gaon and few prominent citizens' visit to ONGC campus/site located near their village/place was gathered. Table-5.1 reflects about all these data.

Table - 5.1

Frequency of visit to ONGC's campus/site

Sl.No.	Visit to ONGC's campus/site	Villagers		A few prominent citizens	
		Nos.	%	Nos.	%
1.	Daily	21	21	3	12
2.	Once a week	34	34	4	16
3.	Once a fortnight	17	17	8	32
4.	Once in six months	11	11	3	12
5.	At least once a year	14	14	5	20
6.	Lower frequencies	3	3	2	8
Total		100	100	25	100

Table-5.1 indicates that almost all villagers of Charingia Konwar gaon and the few prominent citizens of the neighbourhood have atleast some link and some amount of interaction with ONGC. This is very much evident from the above table that 21(21%) numbers of villagers and 3(12%) numbers of prominent citizens daily visit ONGC campus or site, 34 per cent of villagers and 16 per cent of prominent citizens visit once a week, 17 per cent of villagers and 32 per cent prominent citizens

visit ONGC's campus/site once a fortnight to once a month, 11 per cent villagers and 12 per cent of prominent citizens visit ONGC's campus/site once in six months, 14 per cent villagers and 20 per cent prominent citizens visit at least once a year and rest 3 per cent villagers and 8 per cent prominent citizens visit ONGC's campus/site very rarely.

It was found that there are many reasons for their visit to ONGC's campus/site. Some of the reasons for their visit were for doing some business, for getting employment opportunity, for dropping and taking their childrens to/from ONGC's schools, for playing for visiting to ONGC's clubs, for medical help in ONGC's dispensary, for buying things in ONGC's shopping centre and canteen, for visiting friends and relatives, caste members, and other employees, for recreation, for becoming contractor, for procuring vegetables for the market, for catching/getting ONGC's vehicles for communication to town, for getting funds for cultural and social welfare activities and for getting funds as financial assistance to affected families due to pollution and flood.

Table-5.2 and 5.3 reflect the views of the villagers selected for the study, views of 25 officers of ONGC colony Lakwa selected out of 50 of the universe, views of 25 workers of ONGC colony Lakwa selected out of 150 of the universe and views of few prominent citizens of the locality about the advantages and disadvantages of the implementation of the ONGC project in Lakwa. Here the tables describe the most important advantage or disadvantage that has been noticed by the respondents from different categories.

Table - 5.2

Advantages for the villagers from the ONGC Project in Lakwa

Sl No	Advantage	Managers		Workers		Villagers		Prominent citizens	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Getting Employment	5	20	2	8	7	7	4	16
2.	Becoming Contractor	3	12	4	16	11	11	5	20
3.	Starting Business	4	16	3	12	15	15	3	12
4.	Producing Vegetables for the market	2	8	5	20	19	19	3	12
5.	Community Development activities	4	16	2	8	6	6	2	8
6.	Health Facilities	1	4	2	8	9	9	1	4
7.	Educational facilities	3	12	3	12	8	8	3	12
8.	Transportation facilities.	3	12	4	16	19	19	2	8
9.	Rural Electrification	-	-	-	-	2	2	2	8
10.	Water facilities	-	-	-	-	1	1	-	-
11.	Others	-	-	-	-	3	3	-	-
Total		25	100	25	100	100	100	25	100

Table - 5.3

Disadvantages for the villagers from the ONGC Project in Lakwa

Sl No	Disadvantage	Managers		Workers		Villagers		Prominent citizens	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Pollution	2	8	3	12	13	13	7	28
2.	Increase in price rise of different items in the surrounding market.	8	32	2	8	17	17	11	44
3.	Change of traditional culture.	10	40	8	32	36	36	4	16
4.	Stratification of different classes	5	20	9	36	25	25	2	8
5.	Increase in crime rate	-	-	3	12	7	7	1	4
6.	Others	-	-	-	-	2	2	-	-
Total		25	100	25	100	100	100	25	100

From the tables-5.2 and 5.3, it is clear that both positive and negative impact is felt in the Assamese society of Lakwa Charingia Konwar village due to the implementation of the ONGC project in Lakwa.

In the positive side, ONGC project helps the people of the locality for getting employment, becoming contractor, starting a business, producing vegetables for the market, for community development activities, for health facilities, for education facilities, for transportation facilities, for rural electrification, for water facilities and also some other facilities which includes, to get funds for cultural activities and so on.

On the other hand, negative impact from the ONGC, Lakwa project are pollution in terms of discharging toxic effluents from drilling sites and indiscriminately flaring natural gas which effect the crops and the surrounding areas of village and hence endangering humans, flora and fauna, increase in price rise of different items in the surrounding market, change of traditional culture, stratification of different classes, increase in crime rate and some other negative impacts like maintaining huge social distance from their own villagers by some ONGC workers of the Lakwa Charingia Konwar gaon, land acquisition by ONGC for their drillsites in Charingia Konwar gaon was found predominant which was not present before in the traditional life of the village people.

In the study it was found that ONGC has been a partner in the Region's Socio-Economic development for the past many years and has been contributing generously towards various welfare and development activities in the vicinity of the areas of its operations.

There are mainly two types of schemes so far introduced by ONGC as community welfare schemes which are :

- I) Socio-Economic Development Programmes.
- II) Scheduled Caste (SC)/Scheduled Tribe (ST) Component Plan.

I) Socio-Economic Development Programmes :

Under ONGC Socio-Economic Development Programmes, new approaches were adopted giving thrust on projects to promote education, health care and community development.

In order to facilitate proper scrutiny of the proposals and to ensure clarity and unambiguity in the system to be followed for undertaking such programmes, the following guidelines, are to be followed :-

A. Guidelines about types of Programmes/Projects/Activities :

ONGC will give priority for extending assistance/support in the following fields :

i) Education :

a) Promotion of literacy and higher education.

b) Grant of scholarship and assistance to deserving young pupils of weaker section of society.

c) Facilities to school- construction/renovation of school buildings, other necessary infrastructure.

ii) Health care and family welfare :

a) Medical camps and eye camps.

b) Mobile dispensaries.

c) Supplementing the efforts of already existing health centres in the rural areas.

d) Supplementing the efforts on family welfare programmes.

e) Health care of women, children and the disabled.

iii) Community Development :

Providing civic amenities e.g. sanitation, clean drinking water facilities to Panchayats, Gram Sabhas, commercial centres etc.

iv) Development of agriculture and other cottage industries.

(v) Environment protection.

(vi) Animal husbandry.

(vii) Promotion of sports.

(viii) Women and child development.

(ix) Support to vocational training institutions for upgrading the skills of the local people.

(x) Development of the socially and economically weaker section of the society.

(xi) Cultural development - Promotion of art and culture.

(xii) Calamity Relief.

(xiii) Development of infrastructural facilities - improvement of roads, bridges, street lighting, drainage system etc.

(xiv) Sponsoring/co-sponsoring professional meets, conventions, seminars etc.

B. Approach :

A pro-active approach towards the socio-economic development is adopted, that is, projects are identified by ONGC at the plant level by involving the district administration, local representatives and recognized voluntary organizations. Consolidated proposals are prepared thus for each year which is sent for the approval of the corporate management and then implemented. Priority is given to areas around the projects vis-a-vis urban areas.

Grant-in-aid is given to upcoming new institutions for supplementing their efforts rather than already established ones.

Selection of project is done on need based, that is, the extent of under development is a major criteria while deciding on the projects to be supported. Support is extended to institutions which would help to generate goodwill for the organization so as to enhance the organization's image as a corporate body responsive to its social responsibilities. All opportunities are exploited to make ONGC's contributions look visible and permanent, to get the maximum 'goodwill' for its efforts.

Deputy General Manager (Civil and Chief Management Service Group) will send suitable designs in respect of bus sheds and drinking water huts that need to be erected in different operational areas.

As far as possible, socio-economic development work is undertaken directly by ONGC with the active participation of line/operating managers by adopting strategies so that ONGC will gain the maximum goodwill and mileage.

All requests received by the Region/Project are compiled, examined and analysed by a committee consisting of :

- (a) Head of Personnel and Administration (P&A).
- (b) Head of Finance or his/her representative.
- (c) Two representatives of other business groups to be nominated by the Head of the Business Groups.
- (d) Head of Public Relations as Member Secretary.

The above mentioned committee's recommendations is considered and approved by the Head of Region/Project as per the delegation of powers. Also a record of expenditure is maintained by the Member Secretary and a quarterly report is sent to Senior Personnel Administrative (Sr. P&A) Officer, ONGC, New Delhi.

It was found that the request received directly in the Headquarter from various organizations/Institutes of different regions is referred to the respective region for examination and necessary action.

Finally, the detailed proposal for sanction of the annual budget for this purpose alongwith the details of the expenditure incurred in the preceding financial year is submitted to Headquarter for consideration latest by the first week of April each year.

ONGC has developed its own philosophy of socio-economic betterment of its operational areas. As part of this socio-economic commitment, ONGC has been spending for better health, better education, development of sports and other commitment for socio-economic betterment and better standard of life of the people in and around the operational areas of the ONGC.

ONGC's activities in Assam have brought about perceptible changes in the area. In the last few years, ONGC have spent to the extent of Rs. 7.60 crore (1992-97) so far for development works in North Eastern Region in the fields of medical, education, sports and culture, road communication, water facilities and other miscellaneous developmental works. For promotion, spread and development of education in the state of Assam, ONGC has incurred an expenditure of Rs. 1.10 crore during the last five years (1993-1997).

On its own initiative ONGC has established 5 central schools in various parts of the state like Lakwa, Nazira, Sibsagar and Silchar. An annual expenditure of Rs. 60.00 lakhs is incurred towards running of these schools. In the field of higher education in the state of Assam, ONGC is providing financial support to Guwahati, Dibrugarh and Tezpur Universities for its various activities. They also give financial, materials support and assistance to a large number of schools, colleges and other academic institutions. ONGC is also running a Regional Training Institute for imparting job-oriented specialised training to the local candidates after completing their technical education for various technical institutions of the state.

A full fledged hospital run by ONGC in Sibsagar (also Lakwa and Nazira as small dispensary) is extending emergency medical help to local people. Besides, ONGC has been organising free medical camps regularly in villages where free medicines are distributed to needy patients. The region is spending about Rs. 1.50 crore per year for various socio-economic development in Assam.

ONGC, Eastern region contributes substantial amount towards state exchequer on account of Royalty and sales Tax, which is on an average of Rs. 142 crores every year. This is in addition to the generous donation given to the Relief Fund of Assam Chief Minister and district authorities to meet the natural calamities.

The money spent by ONGC during 1992-93 to 1997-98 (upto the month of July) under various socio-economic programmes had been shown in the table-5.4. The table-5.4 will give an indication about the stress laid by the ONGC for socio-economic betterment of the populace and the place around ONGC's operational sites. Also in the table-5.5 and 5.6 more elaborate data about sanctioned budget for 1997-98, expenditure incurred in 1997-98 and budget allocation for 1998-99 on Socio-Economic Development Programmes in different regions is focused. It is interesting to mention that the balance funds for 97-98 have been revalidated for completion of on going schemes taken up during 50th year of Indian's independence.

Table - 5.4

ONGC, ERBC's Financial Contribution for Socio-Economic Development Programmes in the Region

(Rs in Lakhs)

Sl. No.	Areas of Development	1992 - 93	1993 - 94	1994 - 95	1995 - 96	1996-97	1997-98
1.	Medicals	4.94	1.55	3.56	2.18	7.88	2.24
2.	Education	17.25	10.97	5.08	6.31	11.92	9.90
3.	SC/ST Welfare	5.00	6.00	6.00	6.50	9.00	7.00
4.	Sports & Culture	9.87	8.67	7.65	11.40	7.78	11.39
5.	CM's/DC's Relief Fund	5.00	5.00	5.00	12.00	10.00	11.60
6.	Construction & Dev. Works	59.07	154.94	140.83	54.70	80.13	69.98
7.	Tree Plantation	0.82	1.45	2.38	2.36	1.56	-
8.	Guwahati Planetorium	-	25.00	25.00	-	-	-
	Assam Project	101.95	213.58	195.50	95.45	128.27	112.11
	Cachar Project	0.26	0.16	1.93	2.43	2.18	10.00
	D.V. Project	3.20	8.04	2.01	2.39	1.96	20.00
	Grand Total	105.41	221.78	199.44	100.27	132.41	142.11

Table - 5.5

ONGC's total expenditure on Socio-Economic Development Programmes (1997-98)

(in Rs.)

Sl.No.	Region	Sanctioned Budget for 1997-98	Expenditure incurred in 1997-98	Budget Allocation for 1998-99
1.	WRBC	1,40,00,000	140,08,480	90,00,000
2.	ERBC	1,40,00,000	70,17,000	70,00,000
3.	SRBC	80,00,000	45,03,500	50,00,000
4.	MRBC	50,00,000	39,73,000	30,00,000
5.	CRBC	50,00,000	39,76,748	30,00,000
6.	HQR/Delhi	40,00,000	38,96,600	30,00,000
Total		5,00,00,000	3,73,75,328	3,00,00,000

Table - 5.6

Socio-Economic Development Programmes of ONGC during 1997-98
(Expenditure incurred)

(in Rs.)

Sl. No.	Region/ Projects	Health care	Education	Community development	Others/ Sports & culture	Expenditure Incurred	Allocated Budget
1. i.	WRBC R.O.Baroda	9,16,000	4,00,800	10,18,514	3,65,000	27,00,314	27,00,000
ii.	Ahmedabad Project	3,00,000	3,87,000	23,13,450		30,00,450	30,00,000
iii.	Ankleshwar Project	6,26,000	7,41,000	75,60,862	85,000	45,07,862	45,00,000
iv.	Mehsana Project	2,86,354	18,34,000	7,99,500	80,000	29,99,854	30,00,000
v.	Cambay Project	1,20,000	1,50,000	2,05,000	25,000	5,00,000	5,00,000
vi.	Rajasthan Project	-	1,15,000	1,85,000	-	3,00,000	3,00,000
Total						1,40,08,480	1,40,00,000

(contd.....table-5.6)

(contd table-5 6)

SI No	Region/ Projects	Health care	Education	Community development	Others/ Sports & culture	Expenditure Incurred	Allocated Budget
2 1	SRBC R O Chennai	-	92,500	-	4,79,000	5,71,500	20,00,000
11	K G Project	5,32,000	-	17,50,000	-	22,82,000	30,00,000
111	Cauvery Project Total	1,00,000	15,50,000	-	-	16,50,000	30,00,000
						45,03,500	80,00,000
3 1	ERBC Assam Project	2,24,000	3,60,000	13,51,000	37,10,000	56,45,000	110,00,000
11	D V Project	2,00,000	19,500	17,000	5,000	4,62,000	20,00,000
111	Cachar Project Total	8,00,000	-	1,00,000	10,000	9,10,000	10,00,000
						70,17,000	140,00,000
4 1	MRBC R O Mumbai + urban	16,40,000	65,000	1,68,000	11,00,000	29,73,000	35,00,000
11	Nazira Project Total	-	4,00,000	6,00,000	-	10,00,000	15,00,000
						39,70,000	50,00,000
5 1	CRBC R O Calcutta	1,06,000	4,90,000	70,000	3,25,000	9,91,000	10,00,000
11	Tripura Project Total	-	19,65,311	10,20,437	-	29,85,748	40,00,000
						39,76,748	50,00,000
6	DDN(HQR)/ Delhi	6,55,000	7,98,600	3 18 500	21,24,500	38,96,600	40,00,000
	Total					38,96,600	40,00,000
	Grand Total					3,73,75,328	5,00,00,000

Lakwa Charingia Konwar gaon has benefited from the ONGC's Socio-Economic Development Programmes ONGC had conducted health and eye

camps in the village. It also set a rare example in financing pace-maker implantation upon two poor patients, for whom without this financial assistance from the ONGC, pace-maker implantation would have been an unrealisable dream. ONGC had constructed the Rajgarh Pacca road which is the main road to link Lakwa with Sibsagar and other parts of Assam. Moreover, ONGC had constructed four numbers of pacca roads and three bridges inside the village. Lakwa Charingia Konwar gaon is also benefited by different funds that ONGC gives for cultural and social welfare activities, financial assistance to land affected families due to pollution and flood, industrial and entrepreneurs development, for construction of schools, school furnitures and library in the village of Lakwa Charingia Konwar gaon. The village is also benefited by the ONGC's development programmes related to plantation of different trees like Accussia, Gold Mohar, Nahar, Jamun, Silver Oak and Mango near its drilled wells in the village.

Besides all these, it was found that the villagers are getting the facilities of the ONGC's schools, playgrounds, clubs, mandir, dispensary, shopping centre, canteen, water supply and even electricity to some extent. It is also an established fact that they are habituated of using ONGC's vehicles for communcation to town and other parts as ONGC's vehicles are frequently running all the times for their own purposes.

II. Scheduled Castes (SC)/Scheduled Tribes (ST) Component Plan Activities in ERBC :

In pursuance of the government of India directive, ONGC has been formulating Annual Component plan each year since 1985, for the welfare of the SC/ST communities.

The funds are allocated each year by the Headquarter for fulfilling the following objectives :

i) To formulate meaningful schemes for socio-economic development of persons belonging to SC/ST communities and to bring them to the main-stream of the society with a view to gain confidence and respectability.

ii) To identify and adopt villages/ slum areas in and around areas of ONGC operation predominantly inhabited by SC/ST community for formulating and implementing such schemes which could bring improvement in their living conditions.

iii) To assist in promoting Industrial Co-operative Societies in and around area of operations for the persons belonging to SC/ST communities to make them economically independent.

Fund Allocated to the Region :

The table-5.7 given below will indicate about the fund allocated to the region for last five years.

Table - 5.7

Fund Allocation by ONGC to Eastern Regional Business Centre(ERBC)

Sl.No.	Year	Amount (in Lakh)
1.	1994 - 95	6.00
2.	1995 - 96	8.00
3.	1996 - 97	9.00
4.	1997 - 98	12.00
5.	1998 - 99	12.00

During the last five years, it was found such fund were utilized in the region for the following major activities :

- i) Distribution of cloths/blankets in flood affected areas.
- ii) Organising medical camps in various areas near ONGC's installations/drill-sites.
- iii) Donation of desks/benches/water filters/steel almirahs/hand pumps/galvanized iron (G.I.) sheets to SC/ST dominated schools.
- iv) Donation of sewing machines.
- v) Repair of school buildings
- vi) Construction of bus sheds.
- vii) Financial aid to extremely needy persons based on merits of each case.

Table-5.8 shows the activities undertaken in 1998-99 in upper Assam project by ONGC.

Table - 5.8

**Activities undertaken in 1998-99 in
Upper Assam Project, ERBC, ONGC**

Sl.No.	Activity	Amount
1.	Renovation of Gaurisagar Girl's High School building	Rs.2,40,000
2.	Construction of Panidihing College building	Rs.2,90,000
3.	Distribution of material (Almirahs/fencing materials/water filters/water pipes)	Rs. 1,42,000
4.	Organising medical camps	Rs. 30,000
5.	Repair of chairs to be donated to Panidihing College.	Rs .8,000
6.	Miscellaneous works	Rs. 16,000
	Total	Rs.7,26,000

In the study, it was found that in the village, Lakwa Charingia Konwar gaon, villagers were not benefited by the scheme of SC/ST component plan of ONGC. It is because there were very few families belonging to SC/ST in this village. On the other hand it was found that this scheme was implemented in the nearby villages where the families of SC/ST community is predominantly inhabited.

It was found in the study that both villagers and few prominent citizens of the locality taken for the study agreed that the ONGC's community welfare schemes have contributed much to the development of the village as well as the locality. They infact suggested for some more schemes like development of Poultry/Piggery/Pisci-culture on co-operative basis and schemes which help in providing clean drinking water and so on.

Both management of ONGC, villagers and prominent citizens of the locality highlighted the fact that there are political interference while launching such programmes which sometimes become one of the important reasons for the failure of such schemes.

As may as 69 per cent villagers of Lakwa Charingia Konwar gaon and 63 per cent of the prominent citizens of the locality of our study were satisfied with the cooperation of the ONGC officials in implementing these schemes of community welfare activities. They believe that villagers/local people have to play an important role in implementing these schemes and they also suggested for strict evaluation of progress of such schemes should be done by the ONGC officials and they should more frequently visit their village or different localities for evaluation of those schemes.

It was found that the whole process of interaction is a two-way process where sometimes the villagers/local people invite ONGC's officials to participate in

some community activities such as public meetings, prize distributions ceremonies, functions, festivals and so on. On the other hand the villagers/local people were benefited by different ONGC's community welfare schemes which were introduced by such ONGC officials.

The benefits coming directly or indirectly from ONGC operation in this region have brought changes in the adjacent villages and locality in regard to various fields of social cultural and economic life. The impact is also likely to extend and penetrate into interior villages. It is useless to suggest to keep these villages or locality away from the bad or good influences of industrialization. However, it is high time that planning be done in a manner which may help in further development of the areas.

CHAPTER - VI
SUMMARY AND CONCLUSIONS

CHAPTER-VI

SUMMARY AND CONCLUSIONS

In the words of Arensberg and Barkin (1957:114) “Management involves a combination of persuasion and the exercise of authority. It has to operate within a context that is perceived as involving both conflicting and parallel interests. Authority that rests solely or largely on sanctions is inadequate to the tasks of management, for the sanctions do not all lie on one side of the employment relation and the employee has many means of defending himself from the manager’s attempt to enforce his authority”. They further state that the managerial authority may seek its second support in the mechanism of legitimacy. But this support extends only to the limits of the employees’ acceptance of legitimacy. If authority is to extend beyond these limits, it must depend on other mechanisms-upon social approval and on confidence.

The concept of industrial research is relatively new, dating only from the beginning of 19th century and then it has developed rapidly. It is through the generation of new ideas and techniques and finding means of exploiting new materials and processes that progressive industrial advancement can be achieved which is very essential for economic growth.

Social Structure of the Organization :

ONGC is an industry under the crucial energy sector exclusively dedicated to exploration and production of hydrocarbon. Its headquarter is located in Tel Bhavan, Dehradun. It has also office in New Delhi. Chairman cum Managing Director(CMD) is the head of the organization. Then there are different directors like Director Personnel, Director Technical and so on. Next to them there are Executive Directors and Regional Directors appointed in different Regional

Business Centres. Group General Managers(GGM), General Managers(GM), Deputy General Managers (DGM.) will come next to the above mentioned hierarchy and who sometimes act as head of certain projects under any Regional Business Centre or sometimes act as head of certain business group. In the lowest rank of the hierarchy there are white collar workers and blue collar workers.

The ONGC is divided into six regions which are listed below :

- i) Mumbai Regional Business Centre (MRBC), Mumbai.
- ii) Central Regional Business Centre (CRBC), Calcutta.
- iii) Eastern Regional Business Centre (ERBC), Nazira.
- iv) Northern Regional Business Centre (NRBC), Jammu,
- v) Southern Regional Business Centre (SRBC), Chennai.
- and vi) Western Regional Business Centre (WRBC), Baroda.

Also under each Regional Business centre there are several projects of its own.

The Eastern Regional Business Centre is further divided into four business groups which are - 1. Exploration business group, 2. Drilling business group. 3. Operation business group and 4. Technical business group. In addition to all these four business groups, there is co-ordination group which includes Regional Director office, Personnel and Administration, Industrial Relations, Corporate Communication, Estate Section, Industrial Engineering, Economic and Statistic Section, Administrative and Welfare Section, Loan and Advance Section, Finance and Accounts, Legal Section, Public Relations, Medical Section, Land Acquisition Section, vigilance Section, Establishment section along with other support services group is also present to fulfill the tasks of the organization like Transportation Section, Central Workshop, Electronics and Tele-communication section, Regional Training Institute(Sibsagar) and so on.

It was found in the study that ONGC have a definite policy in terms of recruitment, probation, promotion, rules governing seniority, scales of pay for different employees, dearness allowance, pay fixation, conduct, discipline and appeal rules, suspension, grievance procedure, appeals committee, transfer policy, separation (Resignations, Termination of service, Retirement, Premature Retirement, Voluntary retirement) and for leave rules.

In terms of workers' awareness of the day to day happenings of the organization, it was found that 34.67 per cent of the workers were to great extent aware of the day to day happenings of the organization. On the other hand 60.67 per cent of the workers commented that they were to some extent aware of the happenings but 4.67 per cent of the workers said that they are not at all aware of the day to day happenings of the organization. Regarding the sources of knowing about the happenings in the organization, the workers opined that there are circulars/letters from which they came to know about the happenings. Also from their superiors and colleagues they get many information. Moreover, they have other sources like journals, newspaper, radio and television and so on.

Thus, it was found that the work related problems are brought to the notice of workers and they are discussed openly. This provides a great scope in the area of communication. Communication acts to control members' behaviour in several ways when employees, for instance are required to first communicate any jobs related grievance to their immediate boss, to follow the job description or to comply with corporation policies, communications is performing a control functions. It is through these open discussions and proper communications that management can remove several wrong perceptions and misconceptions amongst employees. It also fosters motivation by clarifying to the employees what is to be done, how well they are doing and what can be done to improve performance if it is below par. The study also indicated free expression of

views amongst employees irrespective of status or position, which needs to be appreciated.

The findings of the study are presented below :

1. The bulk of our respondents, that is, 165(50.77%) belonged to nuclear families. The rest 160(49.23%) lived in joint families. According to categorywise distribution, 43(86%) of the managers, 76(50.67%) of the workers, 24(24%) of the villagers and 17(68%) of the prominent citizens lived in nuclear families. On the other hand 7(14%) managers, 74(49.33%) of the workers, 76(76%) of the villagers and 8(32%) of the prominent citizens lived in joint families.

2. With regard to sex of the respondents, we found that 285, that is 87.69 per cent respondents were male and 40(12.31%) were female. Out of the 40 female respondents, 8(16%) were from managers category, 27(27%) of them were from villagers category and 5(20%) of them were from prominent citizens category. There were no female among the workers.

3. It was found that the majority, that is, 68(20.92%) of the respondents belonged to the age group of 48-52 years. The categorywise age distribution of the respondents is that the 42 per cent managers were over 52 years and the rest 59 per cent were having age less than 52 years. In case of workers category, maximum of them (18.67%) belonged to the age group between 43-47 years and minimum, that is, 3.33 per cent belonged to the age group of 18-21 years. Similarly the highest number of the villagers 32(32%) were at the age group of 48-52 years and in the prominent citizens category also the maximum of them (32%) belonged to the age group of 48-52 years.

4. The study revealed that the workers constitute a vast majority of the employees who are educationally much lower in comparison to managers

category and, as a matter of fact, they have lower status in the industry. Also the educational level of the villagers were to some extent lower than that of the workers and of the prominent citizens. Similarly the workers' fathers' and paternal grand fathers' educational background depict also a lower standard as compared to their managers counterpart.

5. It was found that the 4(8%) of the total managers have subsidiary occupations which include some extra curricular activities like writing, painting, private consultancy and architectural works. In workers category, besides the main occupation, 8(5.33%) of them were also doing certain business, 41(27.33%) of them were engaged in agricultural work as subsidiary occupation . Among the villagers, majority of them, that is, 63(63%) have agriculture as their main occupation, 12 per cent of the villagers were ONGC employees and a majority of the villagers were also engaged in business as their subsidiary occupation. In prominent citizens category, 10(40%) of them had business as their main occupation. It was found that 27(54%) of managers' father and 12(24%) out of the total 50 of the managers' paternal grand fathers had service as their occupation. On the other hand 82 per cent of the workers' fathers were farmers and 91.33 per cent of the workers' paternal grand fathers were also in the category of 'farming'. Thus most of the workers of ONGC had unfavourable family background for service, yet intergenerational occupational mobility was high among them.

6) The findings of the study clearly demonstrate that employees have both formal and non formal channels for getting employment. Formal sources include employment exchange and advertisement. Informal sources include personal contact and political influence.

7) The ratio between the number of earners to the number of dependents in case of different categories of the respondents, that is, for managers families,

for, workers families, villagers families and prominent citizen families are 0.42, 0.24, 0.28 and 0.53 respectively.

Regarding monthly income of the respondents households, majority, that is, 21(42%) of the managers households have income between Rs.20,000-25,000. In case of workers, majority 91(60.67%) lie in the income between Rs.5,000-10,000 and in case of villagers, majority 54(54%) have also the income between Rs.5,000-10,000. On the other hand, majority, that is, 12(48%) of the prominent citizens' households have income between Rs.5,000-10,000.

8) The average agricultural land holding of the workers is about over 2 bighas to 3 bighas. 55(36.67%) of the workers do not have land of their own.

9) It was found that the overwhelming proportion of workers 91(60.67%) live in ONGC quarters. Out of the total 91 workers who live in ONGC quarters, 53(35.33%) were inhabitants of ONGC colony Lakwa, 17(11.33%) were inhabitants of ONGC colony Nazira and 21(14%) of them lived in ONGC colony Sibsagar. Only one-third of the total number of workers (31.33%) have their own houses out of which 20 live in ONGC quarters and they rent out their own houses. Also there are 4(2.67%) workers who live in rented houses and the balance 21(41%), either share houses with friends or relatives.

10) The sources of loans of the workers are Bank, ONGC, Money lenders, Relatives and Friends. Majority of the workers, that is, 131(87.33%) have taken ONGC's advances and some of them also taken loans from the above mentioned other sources.

11) It was found that the workers have savings in bank and in post office. Majority of them have life insurance policy and they think insurance is good for dependent members of family and it is helpful in case of premature death and

also it is a kind of forced and compulsory saving. However regular saving through other avenues is not a habit among a sizeable number of workers.

12) Regarding the respondents' mother tongues, it was found that 45(90%) of the managers' mother tongues were languages other than Assamese, 138(92%) of the workers' mother tongues were Assamese. It was also found that respondents have the knowledge of other languages like Bengali, Hindi, English, Nepali and other north eastern languages.

13) Regarding place of birth of the employees, majority 138(92%) workers' place of birth is Assam and 45(90%) of the managers' place of birth is outside Assam.

14) The places of origin of the employees of the study indicates that 45(90%) of the managers' places of origin were in other states and majority that is 103(68.67%) of the workers places of origin is within the Sibsagar district of Assam and 35(23.33%) of workers' were from other districts in Assam. Only 12(8%) of workers were from other states. All these are due to the fact that in the workers category(class III and class IV), the majority of them were recruited from the local area and generally these are non-transferable posts. Moreover as indicated earlier, 96 percentage of class III and IV posts are reserved for the local people. The study also reveals that the managers were geographically more mobile than the workers. In case of places of residence of the employees' father and paternal grand fathers, 43(86%) of the managers' fathers as well as paternal grand fathers resided outside the state of Assam but in case of workers' fathers and paternal grand fathers, majority of them resided either in Sibsagar district or in the other districts of Assam.

15) It was found in the study that 63(42%) workers used to travel more than 20 Kms daily between residence and the place of work and for the rest

87(58%) workers used to travel a distance less than 20 Kms from the residence to the place of work. But it is also noteworthy to mention that these 87(58%) workers sometime travel more than that as the whole Lakwa oil field consists of more than 100 wells located here and there in the area of Lakwa and accordingly they have to work in different wells when the need arises.

16) Out of 150 workers in the study, 27 workers' families reside at their own permanent residence of their origin. But 123 workers families visit their native places at different intervals like once in every month, once in a year, twice a year and so on. The reasons for their visits include, for looking after property, for performing agricultural work, for meeting kin and kith, for attending social occasions like marriage, death, birth and religious festivals.

17) It was found that the caste of Brahmins (34%) dominated among the managers cadre, Vaishyas(39.33%) were majority among the workers category, Kshatriyas(88%) dominated the villagers category and in case of prominent citizens category 48 per cent constituted Kshatriyas.

18) The bulk of our respondents, that is, managers, workers, villagers and prominent citizens were Hindu and people of other faiths were few.

19) The study indicates that since from the year 1970's many employees joined the organization of ONGC. The experience and length of service of the employees' vary. Majority of the managers(70%) have served over 10 years in the organization and the majority of workers of the study, that is, 47.33 per cent also have worked over 10 years. In case of managers category, it was also found that majority of the managers(46%) have 2 years to 5 years service in ONGC Sibsagar district. The above mentioned data regarding length of service is also important in terms of promotional opportunities within the organization as they have a fixed tenure for promotion in most of the jobs.

20) It was found in the study that only 47 workers have migrated to Sibsagar district from other district. They migrated because of many factors like prospect of getting job, under employment at native place, chances of rising in life, to carry out business and trade, to enter into a profession, office transfer, because of marriage, desire for social improvement and having friends and relatives in Sibsagar district. But out of all, the largest group of migrants settled in Sibsagar district because they had been offered jobs in the ONGC.

21) According to workers' own evaluation, majority (39.33%) of their families belonged to middle class but about 11.33 per cent of them considered as themselves upper middle class families. Educational level and occupational prestige are the two important reasons given by the workers for ranking classes. Some other reasons for ranking classes are financial position, family background, political power, and marriage connections. It was also noticed that workers have attempted to improve their class position by giving education to childrens, by taking active part in community life, by purchasing property, by seeking better job and by buying luxury items.

22) The study also reveals that 67(44.67%) workers disapprove caste system because they think it is harmful to society and to nation by creating social disorder and disharmony. As many as 24(16%) workers approve caste system because they considered it as a traditional and religious institution. They think that the caste system is good for society because it brings unity in society and it helps division of labour. Those workers who diapprove of the caste system suggest ways to eradicate it, they are : intercaste marriage, better education, modernization of values, better economic status, and taking active part in community life.

23) On the basis of the opinion of the villagers from Lakwa Charingia Konwar gaon and from the prominent citizens of Sibsagar, the status of the workers of ONGC was evaluated. It was found that 59 per cent villagers considered them as

having high status but 38 per cent of the villagers considered them having medium status and 3 per cent of villagers considered them as having low status in the society. On the other hand 48 per cent of the prominent citizens gave medium status to them but 52 per cent of prominent citizens gave low status to ONGC workers. The reasons for giving high/medium status to the job of ONGC workers are: better pay structure, better skill and knowledge, their contribution to the society and better living standard. On the other hand reasons for giving low status to the workers of ONGC are : their non-cooperative attitude, their proud nature and their lack of a proper work culture.

Worker-Management Relationship :

It was observed in the study that channelizing human energies in a predetermined desirable direction is not possible unless harmonious relations are maintained among organizational members. The workers management relationship provides the context in which organizational roles assigned to members are performed, team spirit inculcated, expectations clarified, conflicts resolved and shared norms of behaviour developed.

It was found that industrial relations department of Nazira and Sibsagar is entrusted with the task to maintaining cordial relations between management and workers.

The study indicates that industrial relations remain cordial during the last 10 years. The data reflect that in the last 5 years(1995 to 2000) around 13,445 mandays loss were reported due to internal factors and 82,698 mandays loss, due to external factors. In case of accidents, our data show that during the year 1997, 1999 and 2000 there were 91 minor accidents 2 serious and another 3 numbers of fatal accidents were recorded.

The number of unions and associations in ERBC are six. They are ONGC Worker's Association (recognised and affiliated to AITUC), Trade Union of ONGC worker's Silchar (locally recognised for Cachar project and affiliated to CITU), ONGC Purbanchal Employee Association (Non recognised and affiliated to INTUC), Diploma Engineers Welfare Association (unrecognized), Transport Worker's Association (un recognized), Oil Field Worker's Association (un recognized). Moreover there are two associations, namely, Association of Scientific and Technical Officers (ASTO) (recognized) and All India SC/ST Employee's Welfare Association (recognized).

That there are several bilateral meetings held with unions/associations in the last five years (1995-99). Out of that ONGC Worker's Association had ten bilateral meetings with Regional Management and an equal numbers of meetings with visiting CMD/Directors. ASTO, Sibsagar/Nazira unit had ten bilateral meetings with regional management and thirty meetings with visiting Chairman Cum Managing Director (CMD)/Directors. All India SC/ST Employees Welfare Association had five bilateral meetings with regional management and ten bilateral meetings with visiting Chairman Cum Managing Director (CMD)/Directors. Similarly, ONGC Purbanchal Employees Association had five bilateral meetings with regional management and ten bilateral meetings with visiting Chairman Cum Managing Director (CMD)/Directors.

ONGC has always taken utmost care of its members in various fields to ensure their well being. They have well established welfare facilities within the organization. It includes medical facilities, educational facilities, social security schemes, compensation for accident while on duty, training and development, advance/loan facilities, incentive and reward schemes, different allowances, leave facilities and so on.

It was found that the corporate communications group in ERBC is acting as the nodal agency for initiating, monitoring and implementing projects for socio-economic development of the region.

Special write-ups were made to appear in media and other communication forums to highlight ONGC's activities. In issues of quarterly House Journal 'Black Gold Flash', on matters like medical and health care and the other on socio-economic development were published. Efforts were also made to circulate the important and relevant news items amongst senior executives of ERBC.

In addition to all of these, about hundred press releases were issued to highlight ONGC's activities during the last five years(1995-99). Five press meet was also organised during the last five years with Regional Director, ONGC at ONGC Conference Hall, Nazira.

In ONGC, there is always encouragement from managers' side for participation of unions in the routine functioning. As part of 'workers' participation in 'Management Scheme', ONGC have set up forums like shop council, project council and so on. Wherein representatives of management and union discuss various operational issues across the table and suggest remedies to remove bottle-necks and improve efficiency.

Another such forum is joint negotiating machinery both at project level and regional level. All aspects affecting employment, working conditions, welfare measures are discussed at these forums. Similar forum exists at regional level. However, participative management at the apex level, that is, Joint Committee Meeting (JCM) is of special significance. All the recognized unions operating except for certain locally recognized unions participate in JCM. It is chaired by Director(Personnel). All the policy issues concerning working conditions, welfare

measures and so on are discussed and decided in JCMs. Various promotion policies have been decided in JCMs.

Interestingly, all the long term settlements regarding wage revisions of unionised categories of employees have been finalised in JCMs. It is thus evident that ONGC have encouraged participative managements regarding wage revisions of unionised categories of employees have been finalised in JCMs.

As per an understanding between management and unions, all decisions involving technological and organisational changes are first to be discussed with unions/associations before they are actually implemented. Accordingly, all proposals which involve change from departmental operations to contracts are being discussed with unions/associations. Further action in this regard is taken only after fully satisfying unions/associations regarding necessity of such changes. A glaring example in this regard is existence of operation and maintenance contract of eight work over rigs which were hitherto operated departmentally.

Participative management at board level is not widely practiced. Accordingly, ONGC has not envisaged workers' representation at board level. With the passage of time, it is hoped that participative management will improve qualitatively which will help both the management and the employees.

In case of different unions in ERBC, ONGC workers' Association has been playing very active role in participative management. The mentioned union also educates its members to maintain discipline and strive to improve productivity and efficiency. Similarly, Association of Scientific and Technical Officers (ASTO) has constantly cooperated with management for implementing all the measures aimed at increasing production. The ONGC workers' Association and ASTO have been working hand in hand with management for betterment of both employees and the organization. Also, ONGC Purbanchal Employees Association(Regd) has been extending continued

cooperation in routine activities. Thus, the experience of participative management has been very fruitful in eastern region.

The study indicates that the collective bargaining process in ONGC, ERBC is a well organised. We found variation in terms of different level at which the bargaining takes place, issues under negotiation, the nature and extent of third-party intervention and the legality of the contract. ONGC, ERBC have a clearly defined policy regarding collective bargaining with the work force. They have the collective bargaining committee composed of management and trade union representatives. But when collective bargaining results in deadlock, the parties then avail themselves of conciliation or arbitration process.

It was found that the 32 per cent of the managers opined that the union leaders have little influence on the workers. Similarly 62 per cent of the managers believe that their influence on workers is considered good but 38 per cent of the managers believe that leaders influence is bad on the part of the workers.

As many as 92 per cent of the managers considered that the trade union leaders as sincere and 86 per cent of the managers believe that union leaders were popular and capable(82%). In workers' opinion only 44.67 per cent of them believe that union leaders were sincere and only 40.67 per cent believe them as popular and 38 per cent of the workers believe the union leaders as capable.

Regarding the membership in the union/association, 59.33 per cent of the workers belonged to ONGC Workers' Association and 40.66 per cent of them belonged to ONGC Purbanchal Employees Association. They used to take active part in the union activities. The main factors responsible according to the workers for the success of trade union in ERBC are : solidarity of workers, justified demand, capable union leadership, cooperative management, influence of outsiders, political parties and so on.

It was found in the study that majority(48.67%) of workers have the opinion that they would not be prepared to go on strike unless that was the only way to defend their rights and the strike had the full support of the union.

The most effective channel for launching one's grievance according to the workers' point of view is through supervisor and through union.

The study shows that 56.67 per cent of the workers believe that their working condition in ONGC, ERBC is good, 35.33 per cent of the workers believe that their working conditions is fair. Only 8 per cent of them have the opinion that their working conditions is poor.

It was found in the study that 82 per cent of the workers believe that their relations with their juniors were cordial. 64.67 per cent of the workers said that they have pretty good relations with their immediate superior.

28 per cent of the workers think that the nature of supervisors in ONGC, ERBC were amiable and friendly. Another 25.23 per cent of the workers believe that the supervisors are lenient and 20.67 per cent of the workers have the opinion that their supervisors are helpful. 17.33 per cent of the workers believe that they are strict.

The study indicates that 64.67 per cent of the workers have only occasional chat with the workmates, 35.33 per cent of workers also reported a good deal of conversation with the workmates. They also gave reasons for their close friendship, such as having similar habits, prior knowledge of one another since school/college days, caste affinity and marital connection. 49.33 per cent workers also reported a very good social relationship among the families of the workmates.

The study also reveals that there used to be meetings of the workers and staff for sports, feasts and entertainment at least once a year.

As many as 26 per cent workers do not have any complaint about their job. But 74 per cent workers are not satisfied with their jobs. This dissatisfaction was related to unsatisfactory physical conditions of work place, monotonous nature of their work, stress, pressure and long working hours. They have also dissatisfaction in regard to the system of promotion.

Regarding the types of recreation, it was found that 48.67 per cent of workers watch television, 38 per cent of them passed time in visiting their friends, 41 per cent go for cinemas, 19.33 per cent listen to music, 12 per cent of the workers take up reading and 70 per cent were members of music society, library, sports club and staff club and so on.

In the study it was also found that the level of education that the workers want for their sons/daughters is quite varied. 60 per cent of them want to send them for technical qualification. As many as 10 per cent of the workers wanted that their wards should become graduate, 12.67 per cent of them want computer education and 11.33 per cent of them would like to send their wards for MBA, CA, CS and other professional courses. But only 6 per cent of the workers have the opinion that their sons and daughters should become general post graduate and above. These data shows that the workers have very high aspirations regarding the education of their children.

It was found that 42 numbers of workers believe that after 30-40 years of their service they will reach the highest promotion as S-IV level workers. On the other hand 24 also believe that they will become officer that is E.O. and above level after fulfilling 30-40 years of their service. Even six number of them believe that after 20-30 years of their service in the organization they might become E-4 officer and above. But five of workers said that they will remain in the same

position of W-VII and 10 numbers of them believe that they will also remain in the same position of S-IV level due to the fact that they are on the verge of retirement and therefore they are not going to get any further promotion in their service period in ONGC. It was also noticed that majority of the workers consider that the best occupation is that of the engineers and the Personnel and Administrative (P&A) officers.

The workers also gave reasons for choosing the occupation in ONGC. The reasons are : better status and prestige, better chances of promotion, greater job security, better scale of pay and other monetary incentives, good service conditions, good welfare facilities, their work place is near their home and so on.

Interaction between the Industry and its Neighbourhood :

Industry does not exist in isolation. On the contrary, industries are embedded in a social matrix of community and society, and both industry on the one hand and community and society on the other hand are constantly influencing each other in many diverse ways. This is true in case of the village named Lakwa Charingia Konwar gaon (in the neighbourhood of the ONGC) and the ONGC industry.

It was found in the study that both villagers and few prominent citizens used to visit often ONGC's campus/site. It was found that there are many reasons for their visit to ONGC's campus/site. The reasons were for doing some business, for enquiring employment opportunity, for dropping their children to/from ONGC's schools, for playing, for visit to ONGC's clubs, for getting medical help from ONGC's dispensary and so on.

The study shows that the respondents of all categories right from managers, workers, villagers and prominent citizens have their views on advantages and disadvantages for the people in the surrounding areas from the ONGC project in Lakwa.

The advantages are - for getting employment, for becoming contractor, for starting business, for producing vegetables for the market, for community development activities, for getting health facilities, for getting educational facilities, for getting transportation facilities, for rural electrification, for getting water facilities, to get funds for cultural activities and so on. On the other hand the disadvantages include pollution, increase in price rise of different items in the surrounding market, change of traditional culture, increase in crime rate, land acquisition by ONGC for their drillsites and so on.

In the study it was found that ONGC has been a partner in the region's socio-economic development for the past many years and has been contributing generously towards various welfare and development activities in the vicinity of the area of its operations. There are mainly two types of schemes so far introduced by ONGC as community welfare scheme which are :

- i) Socio-Economic Development Programmes.
- ii) Scheduled Castes (SC)/Scheduled Tribes (ST) Component Plan.

All these aspects were discussed at length in the chapter V, that is, interaction between the industry and its neighbourhood.

In the study it was found that in village Lakwa Charingia Konwar gaon, the villagers were heavily benefited by the scheme of Socio-Economic Development Programmes of ONGC. But they were not benefited by the scheme of SC/ST component plan of ONGC. It is because in the whole village very few SC/ST families were residing. On the other hand, it was found that this scheme was implemented in the nearby villages where many families from SC/ST community were residing.

It was found that both villagers and few prominent citizens of the locality agreed that the ONGC's community welfare schemes have contributed much

to the development of the village as well as the locality. They in fact suggested for some more schemes like development of poultry/piggery/pisciculture on co-operative basis and schemes which help in providing clean drinking water and so on.

Management of ONGC, villagers and prominent citizens of the locality highlighted the fact that there are political interference while launching such programmes which sometimes become one of the important reasons for the failure of such schemes.

About 69 per cent of the villagers of Lakwa Charingia Konwar gaon and 63 per cent of the prominent citizens of the locality of our study were satisfied with the efforts of the ONGC officials in implementing these schemes of community welfare activities. They believe that villagers/local people have to play an important role in implementing these schemes and they also suggested that strict evaluation of progress of such schemes should be done by the ONGC officials and they should more frequently visit their village or different localities for evaluation of those schemes.

It was found that the whole process of interaction is a two-way process where sometimes the villagers invite ONGC's officials to participate in some community activities such as public meetings, prize distributions ceremonies, functions, festivals and so on. On the other hand the villagers benefited by different ONGC's community welfare schemes which were introduced by the ONGC's officials.

Thus, Oil and Natural Gas Corporation Limited(ONGC) is one of the leading enterprises in the country with substantial contribution to the energy demand in particular and its industrial and economic growth in general. Born in a modest corporate house within serene Himalayan setting more than 40 years ago in 1956 as

commission, ONGC has grown, today, into a full-fledged integrated upstream petroleum company with inhouse service capabilities and infrastructure in the entire range of oil and gas exploration and production activities.

ONGC undertakes socio-economic development activities in areas where it operates as a part of its social responsibility. The activities include grant-in-aid to government agencies, educational institutes and voluntary and social welfare organization, development of infrastructure by constructing roads, bridges and plantation of trees and so on.

The concern for environmental protection and safety, already becomes priority for ONGC, is being given a new thrust, keeping in view the increasing expectations of the society.

This is a modest attempt to study a section of the oil industry located in Sibsagar, Assam. We have covered certain aspects of the organisational structure, of industrial relations obtaining there and finally of the interaction between the industry and its neighbourhood. It is hoped that this, study will lead to more substantial researches into industrial sociology in general and into oil industry in particular.

APPENDIX - 1**INTERVIEW SCHEDULE
SCHEDULE - A****MANAGERS**

All information will be treated as Confidential

SECTION - I**1. Family Composition**

Name of the Head of the Household :										
Sl. No.	Relation to the Respondent	Sex M/F	Age	Marital Status	Education	Whether Living With the Respondent	Occupation		Monthly Income	
							Main	Subsidiary	Main	Subsidiary
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										

2. Place of Birth _____
3. Caste/Tribe _____
4. Religion _____
5. Native Place _____
6. Place of Residence, educational level and occupation of :
 - (a) Father _____
 - (b) Paternal Grand Father _____
7. Department _____

8. Designation _____
9. Qualification _____
10. Total period of service in ONGC _____
11. Total period of service in ONGC Sibsagar _____

SECTION - II

1. What is the criteria for getting promotion ?
- | | |
|--------------------------|-----|
| i) Qualification | [] |
| ii) Honesty in work | [] |
| iii) Seniority | [] |
| iv) Good job performance | [] |
| v) Caste membership | [] |
| vi) Political Influence | [] |
2. In ONGC which of the following reasons are responsible for absenteeism of the workers?
- | | |
|---|-----|
| i) Nature of jobs as heavy/hard/monotonous/dirty/etc. | [] |
| ii) Sickness own/family | [] |
| iii) Other family troubles | [] |
| iv) Engaged in part time business | [] |
| v) Social and religious causes | [] |
| vi) Indebtedness | [] |
| vii) Personal habits | [] |
| viii) Engaged in agricultural work | [] |
| ix) Any other reason (Specify) _____ | [] |
3. Do you receive complaints from workers about their accommodation?
Yes/No.
4. Will the management help your workers in any personal/family problems?
Yes/No.

5. Is there a clearly defined policy regarding collective bargaining with the labour force? Yes/No.
If not, why there is no definite policy?

6. Does ONGC contribute money or other help (free vehicle, office space, ambulance etc.) to trade union and its activities ? Yes/No.
If yes, give the details _____
7. Do you find the trade unions cooperative in carrying out the production programme?

8. What is your opinion about the influence of trade union leaders on the workers?
(a) Little/much _____
(b) Good/bad _____
9. What is your opinion about the Trade Union leaders ? (Tick)
(a) Sincere/insincere/selfish
(b) Popular/Unpopular
(c) Capable/incapable
10. Have you been affected by Strike ? Yes/No.
If yes, what were the reason for the strike?

11. Naturally everyone has his own opinin about unions in general, some are favourable and others are unfavourable. Would you tell me which is your position? Give reasons

12. Do you discuss with the workers' union in the following matters :
(a) Regarding modification of standing orders. Yes/No.
(b) Retrenchment. Yes/No.
(c) Rationalisation. Yes/No.
(d) Grievance Procedure. Yes/No.

13. Do you inform the following matters with the Union ;
- (a) General economic condition of the organization. Yes/No.
 - (b) Marketing of products. Yes/No.
 - (c) Sales programmes. Yes/No.
 - (d) Financial aspects which may adversely affect the company. Yes/No.
 - (e) Balance Sheet and Profit and Loss Account. Yes/No.
14. Do you jointly administer regarding the following matters :
- (a) Welfare Schemes Yes/No.
 - (b) Safety Measures Yes/No.
 - (c) Working hours Yes/No.
 - (d) Sales programmes Yes/No.
 - (e) Leave and housing Yes/No.
15. Does Joint Management Council (JMC) exist in your Industry? Yes/No.
16. How well is the JMC functioning in your industry? Give reason _____

17. Does the Joint Council minimize labour management friction and build up healthy industrial relations? _____

18. Have you instituted any suggestion scheme? Yes/No.
19. Grievance Procedure :
- (a) Is there a formal grievance procedure in the organization? Yes/No.
If yes, does the union officials participate in the grievance procedure?

 - (b) If there is no formal grievance procedure, how are grievances processed?

 - (c) What is the procedure of settlement of grievances? _____

- (d) Give details of some of the troubles and grievances which you had come across during your service here :

Sl. No.	Nature	Stage when justice was meted out

20. Do you think that if workers represent their cases directly not through union, it would improve relations with the management?

21. How often do all workers or workers and staff meet together for sports, feasts, entertainments, etc? _____
22. How much would you say that the standard of living of your workers had risen over the last 10 years? Would you say it had risen -
- A great deal ? []
- Quite a lot ? []
- Not very much ? []
- Not at all ? []
23. Have you instituted any scheme for the community welfare activities? Yes/No. If yes, what are those schemes? Give details _____

24. Do you administer those community welfare programmes in consultation with the local people? Yes/No.
25. (a) Do you evaluate the progress of such schemes introduced by you in different places? Yes/No.
- (b) What is the progress of different schemes which you introduced in last 5 years in the district of Sibsagar?

26. Do you come across any kind of political interference while launching such programmes? Yes/No.

If yes, give the details : _____

27. What are your suggestions for improving the industrial relations in your establishment?

28. What do you think about the staff strength of the ONGC in Sibsagar district?

Too may? []

Not enough? []

About right? []

29. What are your suggestions for improving the organisational structure of the ONGC?

**INTERVIEW SCHEDULE
SCHEDULE - B**

WORKERS

All information will be treated as Confidential

SECTION - I

1. Family Composition

Name of the Head of the Household :										
Sl. No.	Relation to the Respondent	Sex M/F	Age	Marital Status	Education	Whether Living With the Respondent	Occupation		Monthly Income	
							Main	Subsidiary	Main	Subsidiary
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										

2. Place of Birth _____
3. Caste/Tribe _____
4. Religion _____
5. (a) Mother Tongue _____
(b) Knowledge of other languages _____
6. Place of present residence _____
7. Distance between your residence and place of work _____
8. How do you commute to the place of work _____

9. Place of permanent residence _____
10. Reason for coming to Sibsagar ? _____

11. Year of arrival in Sibsagar _____
12. Frequency of visits to your native place _____
13. Department _____
14. Designation _____
15. Place of residence, educational level, occupation of :
 (a) Father _____
 (b) Paternal Grand Father _____
16. Total period of service in the present job _____
17. Year of joining the organization _____
18. Relatives in this organization _____
19. Employment career (in chronological order) :

Sl. No.	Name of the concern	Type of Work engaged in	Place of Work	Duration	Reasons of leaving	Pay drawn

20. Where do you get loans from?

21. i) Do you have any savings? Yes/No

ii) Do you save regularly, or just now and then? _____

If regularly, do you put away a fixed amount, or does it vary?

22. Do you have any kind of Insurance Policy? Yes/No

If yes, in whose name and for what kind of Insurance?

23. i) Do you own a house? Yes/No

ii) Where? _____

iii) Do you get any rent? _____

24. i) Does your family own cultivable land/other properties? Give the details:

ii) What is the monthly income from those properties? _____

25. If not -

(a) Did you own cultivable land/other properties in the past? Give the details :

(b) Who sold it and when ?

(c) Why was it sold ?

SECTION - II

1. How did you get the present job?

i) Employment Exchange	[]
ii) Interview	[]
iii) Personal contact	[]
iv) Through Union	[]
v) Through Influence :	
(a) Relative	[]
(b) Caste members	[]
(c) Friends/Any other (specify) _____	[]

2. Are you aware of the day to day happenings of the organisation?

i) To great extent	[]
ii) To some extent	[]
iii) No at all	[]

3. How do you know about the happenings in the organisation?

i) Circulars/letters	[]
ii) Superiors	[]
iii) Colleagues	[]
iv) Any other, specify	[]

4. Are you given clear and specific job instructions? Yes/No
5. What types of problems you face in performing your duties?

6. How do you rate you organisation with other oil industries in Assam?

7. Is your work satisfying? Yes/No
 If not, give reasons _____

8. Do you feel that social prestige is gained by working in ONGC? Yes/No
Give reasons _____
-
9. How is the relation between you and your junior?
- | | |
|---------------------|-----|
| i) Very Cordial | [] |
| ii) Cordial | [] |
| iii) Indifferent | [] |
| iv) Non-cordial | [] |
| v) Very non-cordial | [] |
| vi) Do not care | [] |
10. (a) For your job, how much do you talk to your workmates? Would you say:
- | | |
|--------------------|-----|
| A good deal? | [] |
| Just now and then? | [] |
| Hardly at all? | [] |
- (b) About how many workers are around you in your actual place of work?

- (c) When do you talk to them? Mainly during work or during breaks?

- (d) If 'good deal' or 'now and then', what sort of things do you talk about, is it mainly about work or mainly about things outside the plant?

11. How many of the men who work near to you would you call close friends?

- State reasons for your friendship (Preference) -
- | | |
|---|-----|
| (i) Belong to the same caste/tribe | [] |
| (ii) Serious, honest, hard working, industrious man | [] |
| (iii) Habits and nature are similar to mine | [] |
| (iv) We know each other since school/college days | [] |
| (v) Relatives or connections by marriage | [] |
| (vi) We belong to same place | [] |
| (vii) Others (Specify): | [] |
-

12. When do you see them outside of the plant?

13. How well do you know their family members?

Very well? []

Quite well? []

Just to say hello to? []

Not at all? []

14. Do you used to exchange visits with them? How often?

15. (a) How do you get on with your immediate superior? Would you say you got on?

Very well ? []

Pretty well? []

Badly? []

Very badly? []

(b) Why is this?

16. If 'pretty well', 'not so well' or 'very badly' : Do you think it is possible for a worker to get on really well with his immediate superior? Yes/No

If 'No', why not? _____

If 'Yes', what would have to be changed to make this possible in your case?

17. How would you describe your supervisor?

Strict []

Lenient []

Amiable/friendly []

Honest []

Helpful []

18. Do you think that your immediate supervisors are partial to any particular group of workers? Yes/No
If yes, in what way? _____

19. Do you think that management is partial to any group? Yes/No
If so, in what way? _____

20. Do you express or disclose your difficulties and worries to your friends or supervisors? Yes/No
21. Do you receive any sympathetic considerations from the management in your personal difficulties? Yes/No
22. How often do all workers or workers and staff meet together for sports, feasts, entertainment, etc?

23. Will you advise your friends/relatives/neighbours/others to join your organisation? Yes/No
Give reasons _____

SECTION - III

1. Is there anything that you do not like about your present occupation? What is it that you most dislike about it?

2. (a) In your plant what are the best jobs?

Sl. No.	Job	Department	Pay
1.			
2.			
3.			

(b) What is the highest job you think you can get in this industry?

(c) How long do you think it would take to get it?

3. What is the criteria for getting promotion?

- | | |
|--------------------------|-----|
| i) Qualification | [] |
| ii) Honesty in work | [] |
| iii) Seniority | [] |
| iv) Good job performance | [] |
| v) Caste membership | [] |
| vi) Political influence | [] |

4. Will you take up any job at a distant place, if it offers better prospects? Yes/No
If not, what are the difficulties? _____

5. If you could choose your own occupation which will you prefer? Name the three best occupations. State reasons.

Sl. No.	Name of the occupation	Reasons
1.		
2.		
3.		

6. Do you attend any training programme organised by your organisation? Yes/No

7. How much money do you receive in a year as overtime payment? _____

8. Do you like to work in more than one shift? Yes/No

9. Do you work in the night shift? Yes/No

If yes, why? _____

10. Do you get adequate safety measures while working in the plant? Yes/No

11. The working conditions where you work is?
- | | |
|-----------|-----|
| Excellent | [] |
| Good | [] |
| Fair | [] |
| Poor | [] |
| Very poor | [] |
12. Do you think that you are getting adequate medical facilities by the organisation?
Yes/No
If not, give reasons _____

13. Do you think that you are getting adequate accommodation facilities by the organisation? Yes/No
If not, give reasons _____

14. Have you got any suggestion scheme? Yes/No
If yes, how helpful it is? _____

15. Do you get any educational subsidy for your family members? Yes/No
16. Do you get loan facilities from the organisation? Yes/No
If yes, give the details

17. Which are the other various facilities provided to the workers?
- | | |
|--------------------------|-----|
| Provident Fund | [] |
| Insurance | [] |
| Gratuity | [] |
| Welfare Fund | [] |
| Any other fund (specify) | [] |
- _____
18. If involved in any accident - state the cause and the aid from management.

19. (a) Which of the following types of recreation do you have?

- | | |
|---------------------|-----|
| Reading | [] |
| Listening to music | [] |
| Visiting friends | [] |
| T.V. watching | [] |
| Going for cinema | [] |
| Any other (specify) | [] |

(b) Are you a member of any of the following cultural/recreational club?

- | | |
|---------------------|-----|
| Music society | [] |
| Library | [] |
| Sport club | [] |
| Any other (specify) | [] |
-
-

20. Do you used to take your family for cultural/recreational activities? Yes/No

21. (a) How much and what kind of an education would you like sons/daughters of yours to have? _____

(b) Can you afford it? Yes/No

22. Would you say that you belong to :

- | | |
|-------------------------|-----|
| (a) Upper class? | [] |
| (b) Upper middle class? | [] |
| (c) Middle class? | [] |
| (d) Lower middle class? | [] |
| (e) Lower class? | [] |
| (f) Other (specify) | [] |
-

23. Which of the following do you account for the stratification of classes?

- | | |
|---------------------------|-----|
| (i) Occupational prestige | [] |
| (ii) Financial position | [] |
| (iii) Educational level | [] |
| (iv) Family background | [] |
| (v) Political power | [] |
| (vi) Others (specify) | [] |
-

24. Do you attempt to improve your class? Yes/No

If yes, what types of attempt are you making?

- (i) Education to children []
 (ii) Purchasing property []
 (iii) Seeking better job []
 (iv) Taking active part in community life []
 (v) Accumulating wealth to buy the luxuries []

25. Do you approve caste system? Approve/Disapprove/Doubtful. State reasons for your answer.

26. If you disapprove, what means do you suggest to eradicate caste system?

SECTION-IV

1. Do you participate in Union activities? Yes/No

(a) If yes, furnish the following information :

Sl.No.	Name of the Union/ Association	Position held in the Union	Nature of participation

(b) If not, why ? _____

2. What is your opinion about the trade union leaders ?

- (a) Sincere/Insincere/Selfish
 (b) Popular/Unpopular
 (c) Capable/Incapable

3. Is the leadership of union within the industry or from outside ?

If the leadership is from outside, give the reason for it.

4. (a) What are the achievements of the Union ?

- (b) What were the main factors responsible for success ?

- | | |
|--------------------------------|-----|
| (i) Solidarity of worker | [] |
| (ii) Justified demand | [] |
| (iii) Capable union leadership | [] |
| (iv) Cooperative management | [] |
| (v) Any other (specify) | [] |
-

5. What are your expectations from the Union ?
-

6. Do you think a union should consider the economic position of a farm when pressing for a wage increase or its job to concentrate solely, on the benefit of its own members ?
-

7. (a) To whom you first bring your grievances :

- | | |
|------------------------------|-----|
| (i) Direct to the supervisor | [] |
| (ii) through works committee | [] |
| (iii) through Union | [] |
| (iv) Through outsiders | [] |

If through outsiders, why ? _____

- (b) Is it made in writing or placed verbally ?
-

8. What is the procedure of settlement ?
-

9. Can you appeal to any higher level if you are not satisfied? Yes/No
10. Do the management always give attention to your grievances? Yes/No
11. Do you think that the union/association can resolve your grievances? Yes/No
If not what are the limitations of the Union? _____

12. Give details of troubles and grievances, if you had any during your service here :

13. Which of the following statements would come nearest to your attitude about strikes :
- (i) I don't believe that going on strike could ever benefit me, and I would not do so under any conditions.
 - (ii) I would not be prepared to go on strike unless this was the only way to defend my rights, and the strike had the full support of the union.
 - (iii) I would be prepared to strike if necessary to secure fair treatment at my place of work, whether or not top union officials approved of this.
 - (iv) I would be prepared to strike at any time if it is necessary to support the interests of workers and to help the working-class movement anywhere in the country.
14. (i) Do you have joint management council? Yes/No
- (ii) Are you a member of joint management council? Yes/No
If yes, what kind of questions have come up before the council?

15. Do you think such council can perform a useful function in promoting industrial relations?

16. Do you think that if workers are given authority with responsibilities in the management, it would reduce the number of disputes in the establishment ?

17. What do you think are the disadvantages from ONGC to the society ?

18. Do you think that your society has been benefited with the inception of industry at this place ? If yes - Enumerate some examples or cases.

19. Do you think that the government is doing all that it can about problems of workers ?

20. Do you feel that the interest of employers and workers are so widely divergent that cooperation between the two is not possible ?

OR

Do you think that the employers and workers are two essential wheels of the productive system and they must always cooperate ?

21. What are your suggestions for improving the industrial relations in your establishment ?

INTERVIEW SCHEDULE
SCHEDULE - C
VILLAGERS

All information will be treated as confidential

I - PERSONAL DETAILS

1. Family Composition

Name of the Head of the Household :										
Sl. No.	Relation to the Respondent	Sex M/F	Age	Marital Status	Education	Whether Living With the Respondent	Occupation		Monthly Income	
							Main	Subsidiary	Main	Subsidiary
1.										
2.										
3.										
4.										
5.										
6.										
7.										

2. Caste/Tribe _____
3. Religion _____
4. Mother Tongue _____
5. Knowledge of other languages _____

II. INFORMATION ABOUT ONGC

1. Have you visited ONGC Campus located near your village ? Yes/No
 If yes, (a) How many times ? _____

(b) Why you visited the ONGC Campus ? _____

2. In what ways do you expect to be benefited by ONGC ?

(a) Getting employment []

(b) Becoming contractor []

(c) Starting business (specify) []

(d) Producing vegetables for the market []

(e) Others (specify) []

3. What do you think are the disadvantages from ONGC project ?

4. Do you think your standard of living has improved after setting up the ONGC project near your village ? Yes/No

If yes, what improvement has it brought ?

5. Compare with other types of work, how do you rate the work of an ONGC worker?

(a) Most respectable []

(b) Respectable []

(c) Not respectable []

Give reasons : _____

6. Are you aware of the community welfare scheme of ONGC? Yes/No

If yes, what are the schemes so far introduced in and around your village?

7. Have you taken any help from ONGC under these schemes? Yes/No

If yes, what kind of help you have taken?

8. Do you think some of these schemes have not contributed much to the development of the village ? Yes/No
If yes, which are these schemes ? _____

9. Do you think some more schemes to be undertaken by the ONGC for the development of your village ? Yes/No
If yes, which schemes you give priority for development? _____

10. Do you think that some of these schemes have failed ? Yes/No
If yes, what are those schemes ? _____

11. What are the reasons according to your opinion for the failure of such schemes?

12. Are you satisfied with the cooperation of the ONGC officials in implementing these schemes? Yes/No
13. Do you think the village people have to play an important role in implementing these schemes? Yes/No
14. Do the people of your village invite ONGC officials to participate in some community activities such as public meetings, prize distributions, ceremonies, functions, festivals etc.? Yes/ No
15. Do some official team of ONGC visit your village? Yes/No
16. Do the officials of ONGC evaluate the progress of the schemes introduced by them in your village ? Yes/No
17. Do you think that your society has been benefited with the inception of ONGC industry at this place ? Yes/No
If yes, enumerate some examples or cases _____

INTERVIEW SCHEDULE
SCHEDULE - D
Prominent Citizens

All information will be treated as confidential

I - PERSONAL DETAILS

1. **Family Composition**

Name of the Head of the Household :										
Sl. No.	Relation to the Respondent	Sex M/F	Age	Marital Status	Education	Whether Living With the Respondent	Occupation		Monthly Income	
							Main	Subsidiary	Main	Subsidiary
1.										
2.										
3.										
4.										
5.										
6.										
7.										

2. Caste/Tribe _____
3. Religion _____
4. Mother Tongue _____
5. Knowledge of other languages _____

II. INFORMATION ABOUT ONGC

1. Have you visited ONGC Campus located near your place ? Yes/No
 If yes, (a) How many times ? _____
- (b) Why you visited the ONGC Campus ? _____
-

2. In what ways do you expect to be benefited by ONGC ?

(a) Getting employment []

(b) Becoming contractor []

(c) Starting business (specify) []

(d) Producing vegetables for the market []

(e) Others (specify) []

3. What do you think are the disadvantages from ONGC project ?

4. Do you think your standard of living has improved after setting up the ONGC project near your locality? Yes/No

If yes, what improvement has it brought?

5. Compare with other types of work, how do you rate the work of an ONGC worker?

(a) Most respectable []

(b) Respectable []

(c) Not respectable []

Give reason : _____

6. Are you aware of the community welfare scheme of ONGC? Yes/No

If yes, what are the schemes so far introduced in and around your locality?

7. Have you taken any help from ONGC under these schemes? Yes/No

If yes, what kind of help you have taken?

8. Do you think some of these schemes have not contributed much to the development of the locality? Yes/No

If yes, which are these schemes ? _____

9. Do you think some more schemes to be undertaken by the ONGC for the development of your locality? Yes/No
If yes, which schemes you give priority for development? _____

10. Do you think that some of these schemes have failed ? Yes/No
If yes, what are those schemes? _____

11. What are the reasons according to your opinion for the failure of such schemes?

12. Are you satisfied with the cooperation of the ONGC officials in implementing these schemes? Yes/No
13. Do you think the locality people have to play an important role in implementing these schemes? Yes/No
14. Do the people of your locality invite ONGC officials to participate in some community activities such as public meetings, prize distributions, ceremonies, functions, festivals etc. Yes/ No
15. Do some official team of ONGC visit your locality? Yes/No
16. Do the officials of ONGC evaluate the progress of the schemes introduced by them in your locality? Yes/No
17. Do you think that your society has been benefited with the inception of ONGC industry at this place? Yes/No
If yes, enumerate some examples or cases _____

APPENDIX - 2**SOCIOLOGICAL SURVEY FORM : ONGC ORGANISATION (1)****INFORMATION ABOUT THE ORGANISATION**

1. Name of the Establishment _____

2. (i) Place and location _____
(ii) Approximate area of the premises _____
3. Please supply a copy of the detail map of your organisation indicating all of the oil fields and offices etc. in Assam as well as in India : _____
4. Date of Establishment _____
5. Items of processing _____
6. Organisation chart indicating clearly the line and staff departments _____

7. What is the total strength of workers in your organisation specially in the district of Sibsagar _____
8. What is the total strength of -
i) Staff members _____
ii) Line members _____
9. Please state the procedure of recruitment _____

10. (a) Do you observe the practice of job evaluation? Yes/No
If yes, give the details _____
(b) Do you observe the practice of merit-rating? Yes/No
If yes, give the details _____
11. Describe in brief the principles determining the fixation of your wages rates for all class of workers _____

12. What is the basis of increments payable?

(a) to staff? (b) to workers? _____

13. Employment of occupational groups in the organisation :

Occupational Groups	Permanent Workers	Temporary Workers
(a) Executive officers		
(b) Supervisors		
(c) Clerical		
(d) Skilled worker		
(e) Unskilled		
(f) Others		
Total		

14. (a) Do you have any apprenticeship/follow up system? Yes/No

If yes, is he paid anything? Please give the percentage of normal wage _____ . Is this period counted while absorbed in the staff? Yes/No

15. (a) Do you provide any facility with regard to the training of your employees outside the factory such as by deputation? Yes/No

(b) If yes, please state the expenditure incurred annually during last 5 years

16. How many shifts are observed in your plants? _____

17. What is the timings and interval of each shifts? _____

18. What are the leave rules for workers in the organisation ? _____

19. Do you provide free or subsidised accommodation to your employees? Please state the rate charged from various classes of workers _____

20. Do you provide proper facilities for the maintenance of the quarters as minor repairs etc? _____

21. Is there any dispensary or hospital for workers and for their families located near the premises? Yes/No
22. What is the procedure of distributing medicines? _____ Who bears the cost of the medicine? _____
23. Is there any farm/ co-operative? Yes/No
If yes, how many workers are its members?

24. Is there any safety committee on your Industry? Yes/No
If yes, what are the activities of safety committee? _____

25. Are there any cases of occupational diseases reported since the date of establishment of the organisation _____
If yes, is there any provision of medical facilities for the treatment of such occupational diseases? _____
26. Do you maintain a register of accidents? Yes/No
If yes, give the details _____

27. Was any publication such as pamphlets, leaflets, etc. published regarding labour relations?
- (a) By Management []
- (b) By Union []
- (c) By any Group of staff or operatives (specify) []
- Give the details _____
28. Is there any works committee in your Industry? Yes/No
If yes, what are the activities of work committee and what is the basis of their membership? _____

29. Does joint Management Council (JMC) exist in your Industry? Yes/No

If yes, How do you select your representatives to the joint councils? Give the details _____

30. (a) Disciplinary measures taken by the Management :

For last five years	Total No. of employees	Total No. of employees punished	Type of Punishment			
			Censure Warning	Suspension	Demotion	Dismissal

(b) What are the different reasons for suspension cases? _____

(c) What are the different reasons for demotion cases? _____

(d) What are the different reason for dismissal cases? _____

(e) How many have resigned from ONGC in Sibsagar? _____

What are the different reasons for resignation _____

31. What are the pay scales of different types of employees?

Occupational Groups	Categories/ Designation	Scale of Pay	D.A. (Dearness allowance)	Production Bonus	Annual Bonus	Total Salary at the time of joining
(a) Executive Officers						
(b) Supervisors						
(c) Clerical						
(d) Skilled Worker						
(e) Unskilled						

32. Do the workers claim the following benefits :

Details	BENEFITS	
	1998	
	Number	Amount
Sickness		
Maternity		
Disablement		
Medical		
Total		

33. Mode of conveyance given by the organisation for different workers :

(a) Total No. of buses _____

(b) Total No. of small vehicles _____

34. Various types of quarters which have been constructed so far and allotted to the workers in the district of Sibsagar.

Occupational Group	No. of units acquired by the organisation for use	No. of sortage of quarters
Executives/officers		
Supervisory		
Skilled workers		
Unskilled		
Others		
Total		

35. Give details of the facilities you had provided for the education of adult workers and their children? _____

36. Welfare Schemes :

Details	Amount spent in 1998
Medical relief	
Sports	
Library	
Schools	
Any other (specify)	

37. **Brief History and conduct of strikes :**

Five to Ten years	No. of workers involved	Duration of strike	Result	Issue of strike	Stage of Settlement					
					Mediation	Conciliation officer	Board of conciliation	Court of Inquiry	State Tribunal	National Tribunal

38. **Information regarding accidents :**

Year	No. of Cases	Total Amount of compensation paid	No. of Cases in which compensation paid

39. **Give the details of cases of absenteeism in the year 1998 _____**

40. **What are the different activities you had performed under the community development schemes during last 5 years?**

Community Development Activities	Location	Year of Performing	Amount Spent

41. **How you define the concept of Community Welfare? What are the matters which fall under Community Welfare? _____**

II FUNCTIONS OF THE UNION

1 What are the objectives of the union?

If possible, please supply a copy of the constitution _____

2 What have been the main functions of your union during the following years?

Name of the activities	Date of starting	No. of beneficiaries or participants	Expenditure during the year 1998	Aid by the management	Aid by others if any
A. Welfare Activities :					
1 Co-op Store					
2 Co-op Credit Society					
3 Canteen					
4 Housing					
5 Child Education					
6 Adult Education					
7 Training					
8 Medical Aid					
9 Legal Aid					
B. Social Security Benefit :					
1 Sickness & Maternity					
2 Accident Relief					
3 Old Age Benefits					
4 Insurance Schemes					
5 Others					
C. Recreational Activities :					
1 Games/Sports					
2 Library					
3 Cultural Programmes					
4 Debates					
5 Other Activities if any					

3. **Credit Facilities** : Do you grant any loan to your members to enable them to meet their liability? Yes/No

If yes, give the details as follows :

Purpose	Amount	Duration	Rate of Interest	Mode of Recovery
1. Payment of Premiums				
2. Ceremonial Expenses				
3. Household Expenses				
4. Repayment loans				
5. Others				

**IV COMPLAINTS, DISPUTES, STRIKES AND LOCKOUT
DURING THE LAST 5 YEAR**

1.

Nature*	Date		Details of Causes			Method Opted for Settlement	Details of demands accepted		
	Starting	Ending	Management	Union	Workman		Suc- cessful	Partly Suc- cessful	Un-Suc- cessful

* Code for Nature :

- i) Wages
- ii) Hours of work
- iii) Holdings
- iv) Condition of work
- v) Unjust penalties
- vi) Treatment and Procedure relating to Health matters
- vii) Relating to union
- viii) Housing and welfare
- ix) Any other (specify)

V GRIEVANCE PROCEDURE

1. Does the Union get redressal of the individual grievances of the members?
What steps are taken by you?

2. Give details of agitation procedure

3. What has been the response of the workers/employers/others/trade unions to the grievance procedure? _____

VI CODE OF DISCIPLINE AND CONDUCT

1. Do you observe any code of discipline and/or conduct? Yes/No
2. In case of violation of union rules, what disciplinary action do you generally take against an individual?

3. What type of penalty do you impose on the defaulting members? _____

4. Defaulters and Penalties there on :

Year	Defaults			Penalties	
	Nature	Members involved	Members involved more than once	Nature of Penalty	Members Penalised

VII MEMBERSHIP

1. What is the strength of the Union ?
2. Admission fee and contribution :
 - Admission fee :
 - Regular fee :
3. Do you maintain a list of the Members ? If yes, a copy may kindly be supplied.
4. Details of the Members :

Years	Workers		Other than workers	
	Male	Female	Male	Female
1993				
1994				
1995				
1996				
1997				
1998				

5. Do the members of your Union attend any of the following meetings ?
 1. Works Committee
 2. Production Committee
 3. Any other Committee

VIII ACCOUNTS

1. Do you prepare your accounts regularly ?
 2. How do you get the accounts auditor ? _____ Are the auditors qualified ?
 3. Is your financial condition sound ? Yes/No
If not, what steps are necessary to improve the finances of your Union ?
-

**IX PARTICIPATIONS AND REPRESENTATIONS
ON VARIOUS COMMITTEES**

1. Please give the details in the following table for the year 1998 only.

Type of Committee	No. of Representatives				Meetings	
	Union	Management	Workers	Others	Held on	Persons attended

**X RELATIONSHIP WITH THE APEX AND POLITICAL
PARTY AND OTHER UNIONS**

1. Rate of subscription : _____
2. No. of representatives sent to the Apex Union during last year: _____
3. Do you sometimes/occasionally/never follow the instructions of the Apex Union?
4. How far does the Apex Union influence the Union policy matters ? _____

5. Name of the affiliated party _____
6. Direction given by the party _____
7. How far do the directions affect the Union policy matters ? _____
8. Numbers of the representatives of the party in the Union and vice versa. _____
9. (a) Do you get any kind of help from :
 The Apex Union Technical/Financial/Legal/Any other.
 The political party Technical/Financial/Legal/Any other.
- (b) Role played by the Union for the political party concerned. _____

10. What is the relationship with other Union/Conflict/Co-operative/Neutral ?
11. (a) Has there been any attempt of merging the different Unions ?
If so, with what results ?
-
- (b) What were the causes of success or failure of such attempts ? _____
12. In what respect the programme of your Union differ from the programme of other Union ?

SOCIOLOGICAL SURVEY FORM : VILLAGERS (3)
INFORMATION ABOUT THE VILLAGE

1.
 - i) Name of the village _____
 - ii) Block _____
 - iii) Post office _____
 - iv) Police station _____
 - v) District _____
 - vi) State _____

2. Historical Background of the village :
 - i) How old is the village ? _____
 - ii) How it was established ? _____

3.
 - i) Name of the village Head man _____
 - ii) Headman's qualification _____
 - iii) Headman's occupation : _____

4. Please supply a copy of detail map of your village _____

5.
 - i) Distance from the ONGC Coloney (in km)
 - ii) Distance from the nearest town (in km) _____
 - iii) Distance from the nearest Block Headquarter (in km) _____
 - iv) Distance from the District Head quarter (in km) _____
 - v) Distance from the nearest police station (in km)
 - vi) Distance from the nearest post office (in km) _____
 - vii) Distance from the nearest Telegraph office (in km) _____
 - viii) Distance from the village to the nearest High School (in km) _____
 - ix) Distance from the village to the nearest college (in km) _____
 - x) Distance from the village to the nearest PHC/Hospital (in km) _____
 - xi) Distance from the village to the nearest Private Pharmacy (in km) _____

- xii) Distance from the village to the nearest market _____
- xiii) Distance from the village to the nearest bus stop (in km) _____
6. Total Area of land in the village _____
7. Total Area of cultivable/Agricultural land in the village _____
8. Total number of household in the village _____
9. Total number of population of the village _____
10. What is the percentage of linguistic composition in the village :
- | | |
|----------------|----------------------------|
| i) Assamese - | v) Nepali - |
| ii) Hindi - | vi) Punjabi - |
| iii) Bengali - | vii) Any other (specify) - |
| iv) Oriya - | |
11. What is the percentage of religious composition in the village :
- | |
|-------------------|
| Hindu - |
| Muslim - |
| Sikh - |
| Christian - |
| Buddhist - |
| Jain - |
| Other (specify) - |
12. What is the composition of the following in the village :
- | |
|-------------------------------------|
| i) Scheduled Caste - |
| ii) Scheduled Tribe - |
| iii) Other Backward Classes (OBC) - |
| iv) General - |
13. Sources of Income of the families other than agriculture
- _____
14. How many of the village people have been -
- | |
|--|
| i) Employed in the different categories in ONGC _____ |
| ii) Engaged with contract works in ONGC _____ |
| iii) Starting their own enterprise related with ONGC _____ |

15. Type of houses in the village :
- i) Total no. of Pucca houses (RCC building) _____
 - ii) Total no. of Semi-pucca houses _____
 - iii) Total no. of Kachcha houses _____
16. Do you have electricity/power supply in your village? Yes/No
If yes, how many houses have the electricity connection? _____
17. What are the sources of water supply -
- | | |
|------------------|---|
| Tap | - |
| Handpump | - |
| Well | - |
| River | - |
| Pond | - |
| Others (specify) | - |
18. Description of Roads in the village :
- | | |
|-----------------|-----|
| Pucca Road | [] |
| Semi-pucca Road | [] |
| Kachcha Road | [] |
19. Is the roads of yor village are motorable in all weather conditions? Yes/No
20. Is there any bus service available from your village to the nearest town? Yes/No
If yes, what is the frequency of it?
- After every -
- | | |
|------------|-----|
| Half Hour | [] |
| One Hour | [] |
| Two Hour | [] |
| Three Hour | [] |
| Four Hour | [] |
21. How many schools are there in your village? _____
22. How many PHC/Sub-PHC are there in your village? _____

23. What are the major crops cultivated in your village? _____
24. Mention the total number of the following structures present in the village :
- i) Number of Poultry _____
 - ii) Number of Piggery _____
 - iii) Number of Fishery _____
 - iv) Livestock : (a) Total No. of Cows _____
 (b) Total No. of Buffalos _____
 (c) Total No. of Goats _____
 - v) Number of litres of milk produced per day from (Cow, Buffalo & Other) in your village? _____
25. What is the total number of the following Socio-cultural Institutions functioning in the village :
- i) Number of Nam-Ghar/church? _____
 - ii) Number of Club/Association? _____
 - iii) Number of Library? _____
 - iv) Number of Vocational Training Centre/ _____
26. What are the developmental activities have been so far implemented by ONGC in and around your village?
- i) School/Educational Institutions etc? _____
 - ii) Playground _____
 - iii) Club _____
 - iv) Library/Teaching aids/Books _____
 - v) Hospital _____
 - vi) Road construction _____
 - vii) Bridge construction _____
 - viii) Any other (specify) _____

APPENDIX - 3

The details of the educational qualifications required for filling up the induction level posts are given below :

Induction Qualification for E-1 level :

Discipline	Induction Qualification for E-1 level	Remarks
Cementing	1st Class Graduate Degree in Mech/ Petroleum Engineering.	To be merged at E-5 level as CE (Drilling)
Drilling	1st Class Graduate Degree in Mech/ Petroleum Engineering.	
Civil	1st Class Graduate Degree in Civil Engineering.	
Construction & Maintenance	1st Class Graduate Degree in Civil/Elect/ Mech/Petroleum Engg.	
Electronics	1st Class Graduate Degree in Electronics/ Telecom. Engg. or 1st Class Post Graduate Degree in Physics with Electronics.	To be merged at E-4 level as SE(E&T)
Telecom	1st Class Graduate Degree in Electronics/ Telecom. Engg or 1st Class Post Graduate Degree in Physics with Electronics.	
Electrical	Frist Class Graduate Degree in Elect. Engg. should have certificate of competency as Electrical supervisor.	
Instrumentation	1st Class Graduate Degree in Instrumentation Engg.	

Materials Management	1st Class Graduate Degree in Engg or 1st Class MBA with specialisation in MM/Inventory Control or Graduate Degree with 1st Class Post Graduate Diploma in MM awarded by Indian Institute of MM recognised for the purpose of recruitment to superior posts in Central Govt.	
Mechanical	First Class Degree in Mech. Engg.	
Marine officer Foreign Going	2nd Male (Foreign Going) with Certificate of competency recognised by GOI with one year experience on a sea Going vessel or equivalent qualification and experience in Indian Navy.	Growth is independent upto E-4 level & at E-5 level they are to be merged in logistics discipline
Marine Radio Officer	First Class Marine Radio operator's certificate of Proficiency/competency recognised by GOI with three years experience on a sea going vessel as Radio operator.	
Auto	First Class Graduate Degree in Auto/Mech Engg.	
Transportation (logistics)	1st Class Degree in Mech/Auto/Engg or First Class MBA.	
Chemistry	1st Class Post Graduate Degree in Chemistry/1st Class Degree in Chem. Engg.	
Computer	1st Class Graduate Degree in Computer Engg/1st Class Post Graduate in Computer Application(MCA)/Computer Science or 'B' level Diploma as defined by Deptt. of Electronics, GOI.	

Geology	1st Class Post Graduate Degree in Geology.
Geophysics (Surface)	1st Class Post Graduate Degree in Geophysics or Physics with Electronics.
Geophysics (Wells)	1st Class Post Graduate Degree in Geo-physics or Physics with Electronics.
Production	First Class Graduate Degree in Chem./ Petroleum/Mech Engg.
Reservoir	1st Class Graduate Degree in Chem./ Petroleum Engg. or First Class Post Graduate Degree in Chem/Geo-physics/ Geology/Maths/ Physics. Most have Maths/Phys at B.Sc. level.
Mathematics	1st Class Post Graduate Degree in Maths.
Surveying	1st Class Degree in Civil/Mech. Engg/ Hydrographic Surveying.
Corporate Communicate	1st Class Post Graduate Degree/P.G. Diploma in Public Relations/ Journalism/ Mass Communication.
Fire Services	1st Class Graduate Degree in Fire Engg.
Security	P.G. Degree or equivalent with 2 years service either with Armed Forces or Central Police organisation.
Hindi	1st Class Post Graduate Degree in Hindi. Must have English as a main subject in Graduation. Candidates having experience in translation work would be preferred.

Industrial Engineering	1st Class Graduate Degree in Industrial Engg.
Legal	1st Class Graduate Degree in law (Professional) Practicing Advocate with 3 years experience would be preferred.
Medical	MBBS or equivalent qualifications in other system of Medicines i.e. Homoeopathy/ayurveda/Unani etc. MD/MS Degree for specialists.
Personnel & Administration	1st Class MBA with Specialisation in Personnel Management/HRD/HRM or 1st Class Post Graduate Degree in Personnel Management/Industrial Relations/Labour Welfare.
Industrial Relations	P.G. Degree in Social Welfare/Labour Welfare/Industrial Relations.
Finance & Accounts	Graduate Degree with ICWA/CA or 1st Class MBA with Specialisation in Finance.
Marketing	1st Class Graduate Degree in Engg/ 1st Class MBA with Specialisation in Marketing/ 1st Class P.G. Degree in Marketing Management.

Induction Level Qualifications for Class III & IV :

1. For induction in the pay scale of Rs. 2282 (Class-IV) - Minimum Educational qualification is class-X.
2. For induction in the pay scale of Rs. 2370 (Bottom of class III) :

Disciplines	Qualifications
a) Drilling Cementing Production Civil	Matric with Science and Trade Certificate in relevant subject recognised by NCTVT/ Govt. of India.
Electrical Electronics Telecom Auto Instrumentation Mechanical Data Entry Operation (Card Punching)	Certificate of competency as Electrical Supervisor for Electrical discipline.
Surveying Short Hole Drilling Map & Drawing Photography Para-medical	Possession of valid driving licence preferred
b) Marine discipline	Matric with one year experience on sea going vessels as Deck Hand or Matric with one year experience in slinging, lashing, securing and handling of Cargo preferably on board vessels/ports.
c) Transport Telecom Operation Wireless Operation	Graduate Degree with relevant experience.
d) Materials Mgt. Finance Hindi P & A	Graduate Degree with proficiency in typing 30 WPM and acquaintance with computer operations. For stenographer, typing and shorthand speed as per R & P Regulations, 1980.

- | | | |
|----|--|--|
| e) | Chemistry
Geology
Palynology | Graduate Degree with Science (with relevant discipline as one of the subjects). |
| f) | Draftsman
(Civil, Elect, Mech.,
Geo-Science) | Matric with trade certificate in Draftmanship in relevant discipline. |
| g) | Fire Security | Inter-mediate with Training/experience in field, having minimum specified physical standard. |
3. For induction in the pay scale of Rs. 2802 (Top of Class-III):
- | | | |
|----|---|---|
| a) | Auto
Civil
C & M
Electrical
Electronics
Telecom
Instrumentation
Materials Mgt.
Mechanical
Production
Drilling
Cementing
Surveying
D/Man (Elect., Mech., Civil,
Geo-Science) | 3 years Diploma in the concerned discipline recognised by the State Board of Technical Education. |
| b) | Marine discipline | Certificate of Proficiency/Competency in Marine Radio operation recognised by GOI with one year experience in line. |
| c) | Transport
Finance
P & A
PR(cc) | Post Graduate/Graduate Degree with Diploma in concerned discipline. |

APPENDIX - 4.1

INFORMAL CHANNEL :

(A) Open Hearing Day :

Every fortnight a day is fixed by the Head of work-centre when employees can approach him for redressal of their grievances. Open hearing day at projects will be conducted by the head of Project and at Regions by RD or any senior person of GM level nominated by RD. GGM(P) will listen to the grievances at Headquarter.

All efforts may be made to settle the grievances then and there which are under the power of hearing authority. Grievances which require further enquiry/information should be replied within 7 days period.

Record of the grievances heard/settled on the open hearing day will be maintained by the Personal Cell of the Head of the Work-centre. IR Department may also be associated with it.

(B) Counselling :

The Head of the work-centre will nominate a few senior officers in major disciplines, who will act counsellors. While nominating the counsellor their competence, knowledge of rules & regulations and interpersonal skill should be kept in view. A woman counsellor may also be nominated in each Project. The counsellor will help, advise and guide the aggrieved individual whenever the individual approaches him.

APPENDIX - 4.2

STAGE-I : Departmental Head :

I. Head of Department will be the authority at this stage and will settle the cases within his delegated powers.

II. A day may be fixed on such date every week on which employees will approach him/her for redressal of their grievances. The following matters will be decided by him at his/her level only (in consultation with the concerned section, if need be) :

- Leave matters
- Overtime
- Tours & Travels
- ACR remarks
- Job responsibility & authority
- Working conditions, Kits & Liveries, etc.
- Perceived discriminations in treatment within the department

Grievances other than the above will be forwarded to Grievance Committee by him with his comments if desired by the concerned individual.

III. Decision regarding all the grievances which are within his power will be conveyed to the individual within 4 days. In cases where consultation with other departments is required, time-limit should not exceed 15 days.

IV. He will also act as counsellor to an aggrieved person who approaches him.

APPENDIX - 4.3(a)

STAGE-II : Grievance Committee :

I. Grievance Committee will be the authority at this stage. It will settle cases within the delegated powers of the Chairman of the Grievance Committee.

II. Grievance Committee will be formed at Project, Regional and Corporate levels. Project grievance committee will be headed by the Project Head, Regional Grievance Committee by the the Regional Head and Corporate Grievance Committee will be headed by M(P), Regional Grievance Committee for Headquarter Region (consisting of offices at Delhi & Dehradun) shall be headed by GGM(P) at Dehradun. The local grievance committees at different places will also deal with the grievances of employees working in the various institutes located there.

III. Besides the heads of the grievance committees as mentioned above there may be minimum two more members out of the following :

- One nominee from Finance
- One nominee preferably from P & A/IR/Legal
- SC/ST Liaison Officers of the work-centre (in case of the grievance relating to SC/ST employee).

The committee may co-opt any additional member in its deliberations if it so desires.

Two members of the committee including Chairman will form the quorum. They will conduct the hearing and put it up before the committee for final decision. In case of grievance of SC/ST employees, the presence of SC/ST Liaison Officer is essential.

IV. The Grievance Committee will conduct atleast one meeting every month and hear the cases.

V. Any individual grievance may be presented before the committee. Decision regarding the matters which are within the purview and power of the Chairman of the Committee (as per his official status) will be decided by the committee and the decision conveyed to the individual within 15 days. Other matters will be decided by the committee in consultation with the concerned authority or corporate grievance committee (Refer APPENDIX-4.3(b)) and decision conveyed to the individual through the Grievance Committee. In no case the total time limit should exceed 60 days.

VI. The following grievances will be settled at the level of the Project Grievance Committee :

- i. Perceived discrimination in treatment e.g. promotion, pay fixation, seniority and transfer etc.
- ii. Job-related matters, place of posting, nature of work etc.
- iii. Frustration arising out of adverse interpretation of policy, service matters, individual rights, amenities, pay fixation, overtime, job evaluation, interpersonal relationship etc.
- iv. Welfare e.g. housing, club, sports, educational facility, canteen, transportation and hospital etc.
- v. Grievance not settled at stage I.

The promotion, transfer and other establishment matters of staff, if required, will be settled in consultation with the regional office and/or the consultation with Corporate Grievance Committee. The transfer cases of officers upto E-3 level within the region are to be settled in consultation with regional office.

VII. The following grievances will be settled at the level of Regional Grievance Committee itself :

- i. Perceived discrimination in treatment e.g. promotion, pay fixation, seniority, transfer etc. of Class III, IV employees. Within the regional transfer of E3 level officers will also be settled here only.

- ii. Point (ii) to (v) listed in para VI above.

Any grievance beyond the power of Regional Head will be settled in consultation with Corporate Grievance Committee.

VIII. The following grievances will be settled at the level of Headquarter Grievance Committee itself :

- i. Perceived discrimination in treatment e.g. promotion, pay fixation, seniority, transfer of officers upto E4 level and staff.
- ii. Points (ii) to (v) listed in para VI above.

The committee may consult the Corporate Grievance Committee if required and felt necessary by it for suitable advice/observation/decision on specific cases.

IX. The committee may ask for any information/data from Project/Region/Headquarter. It may ask concerned agency within the project to conduct a study where common grievances exist. It may also pinpoint the responsibility for the administrative lapses at the project level.

X. Local IR section will provide official/secretarial assistance to the Grievance Committee. This section will be responsible for informing the individual, organising the meeting and conveying the decision to individuals. It will also be responsible for verification of the cases, collecting the information and all other correspondence on behalf of grievance committee. This section will also provide help to Appeals Committee whenever it visits the region/project.

APPENDIX - 4.3(b)

CORPORATE GRIEVANCE COMMITTEE

- I. This committee will be located at Headquarter.
- II. Member (Personnel) will be the ex-officio Chairman of this Committee. It will consist of two other senior level officers including one from Finance, as its members. They may also co-opt any person in its deliberation if required.
- III. Any grievance which is beyond the power and purview of the Project or Region or Headquarter Grievance Committee like promotion of executives, inter-region transfer, seniority of executives etc. may be referred to this committee for advice/decision. The Committee will examine the case in consultation with concerned department and convey their decision/observations to the local grievance committee at Project/Region/Headquarter, Dehradun.
- IV. The committee will convey its advice/decision/observation to the grievance committee within 20 days.
- V. The committee may ask for any information/data from the concerned section.
- VI. The committee will be assisted by an officer from P & A/IR section, who will be responsible for all correspondence of the committee.

APPENDIX - 4.4

STAGE-III : Appeals Committee

I. The authority at this stage will be Appeals Committee. It will be located at Headquarter.

II. The constitution of the Appeals Committee will be as follows :

- An eminent outside person as Chirman.
- Two management nominees including one from F & A.
- SC/ST Chief Liaison Officer/Chief Coordinator.

The committee may co-opt any additional member in its deliberation as and when required. Two members including the Chairman will form the quorum. In case of grievance related to SC/ST, presence of Chief Liaison Officer/Chief Coordinator is essential.

III. The appeals pertaining to orders or decisions of Grievance Committee in respect of service matters only of employees where there may be difference in interpretation of rules or infirmities in logic used or overlooking of any factor or matter of substance shall only be taken up by the Appeals Committee. However, Appeals Committee will finally decide whether such specific issue is involved for the cases to be admitted by it or not.

The Appeals Committee will hold a court of hearing of the cases. It may also suggest suitable measures for prevention of grievances in the organisation. However, Appeals Committee has full powers to decide their own Programmes & frame their own rules. It will submit its recommendations only to the Chairman of ONGC. The Chairman of ONGC is the final authority to accept or not to accept the recommendations of the Committee without assigning any reason. The final decision will be conveyed to the individual through the local IR Department of the concerned work-centre.

IV. The committee may ask for any information/data even confidential in nature from any section which must be provide within seven days. The committee may ask any head of the department or any individual to appear before it in connection with the settlements of any grievance.

V. The Appeals Committee will have its own secretariat at Headquarter. The incharge of the secretariat will be from P & A/IR who will be responsible for informing the individual, organising the meetings, putting up the cases, conveying the decisions to local I.R. Sections and correspondence of Appeals Committee.

APPENDIX - 4.5

OIL AND NATURAL GAS CORPORATION LTD.

(NAME OF THE PROJECT)

PROFORMA FOR GRIEVANCE SUBMISSION

(For submission to Departmental Head/Grievance Committee/Appeals Committee)

1. Name.....
2. Designation 3. CPF No.
4. Discipline 5. Qualification
6. Section/Department 7. SC/ST Yes/No
8. Type of grievance (put a tick mark (✓) in the right column)

(i) Promotion	(ii) Transfer
(iii) Seniority	(iv) Pay fixation
(v) Working condition	(vi) Any other
9. Description of the grievance (Attach separate sheets if needed)
10. List of the relevant documents attached.
11. Following informations may be provided if relevant to the grievance (Attach separate sheet if required) :
 - (a) Posting History
 - (b) Promotion History
 - (c) Any other
12. Decisions of the grievance handling authority, if applicable.
 - (a) Departmental Head
 - (b) Grievance Committee

I hereby certify that all the above-mentioned information/details provided are true to the best of my knowledge.

(Signature of the employee)

Place :

Date :

TO BE FILLED IN BY THE DEPARTMENTAL HEAD

Decision of Departmental Head :

Remarks of the Departmental Head if forwarded to Grievance Committee/Appeals Committee.

(Signature of the Departmental Head)

Place:

Name :

Date :

Designation :

APPENDIX - 5
ILLUSTRATION OF SOME PHOTOGRAPHS COLLECTED
DURING THE FIELD WORK



1. Entrance of the ONGC regional head quarter, Nazira.



2. Nazira ONGC regional head quarter - Eastern Regional Business Centre (ERBC).



3. Front view of ONGC Dispensary ERBC, Nazira.



4. Front portion of Nazira Central School inside ONGC Campus.



5. Basketball and Lawn-Tennis ground in front of Nazira Central School inside the Nazira ONGC Campus.



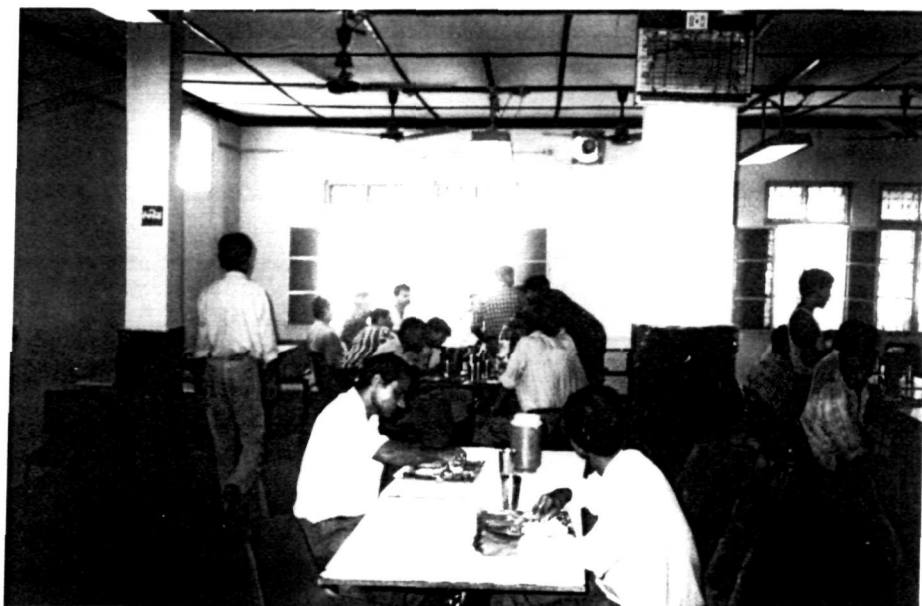
6. Entrance to ONGC officers' club, Nazira.



7. Main Gate of Regional Training Institute, ONGC, ERBC, Sibsagar.



8. Staff Welfare Club, ONGC, ERBC, Nazira.



9. Inside Nazira ONGC Canteen.



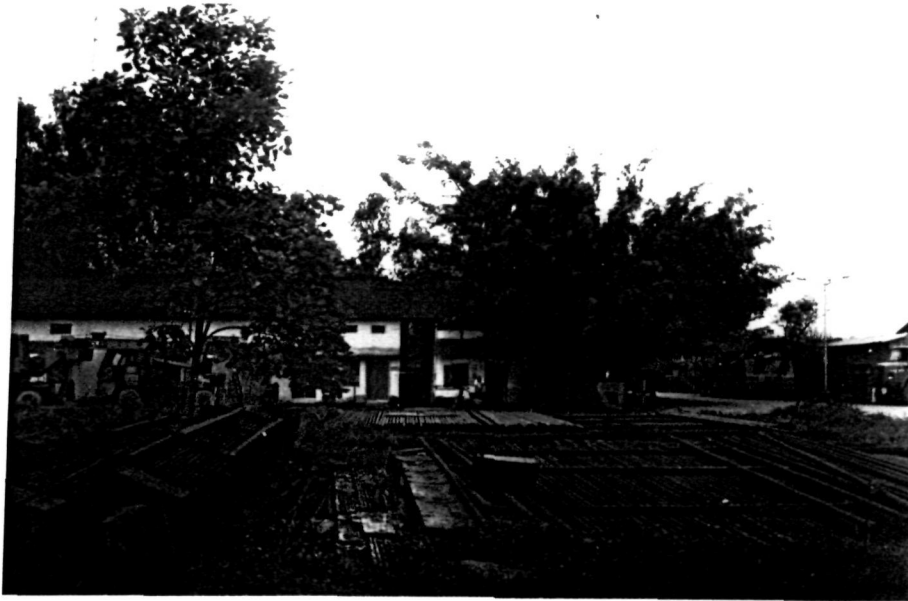
10. Dr. Ambedkar Auditorium, ONGC, ERBC, Nazira.



11. Office of Purbanchal Employees' Association, ONGC, ERBC, Sibsagar.



12. Monuj Baruah receiving the Prime Minister's Shram Vir Award from Prime Minister



13. Pipe-yard inside Lakwa ONGC Campus.



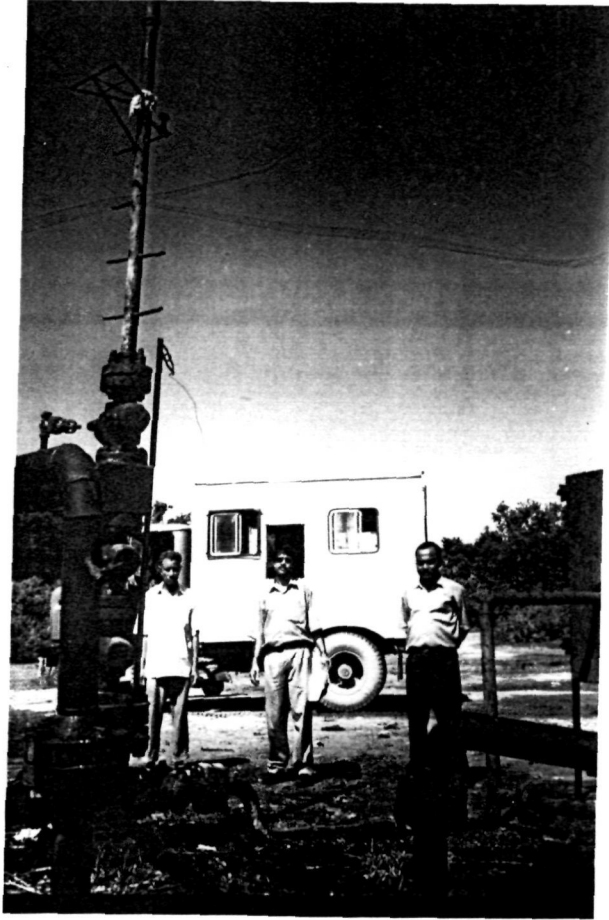
14. Office of the Deputy General Manager, Production and Administrative office of ONGC, ERBC, Lakwa.



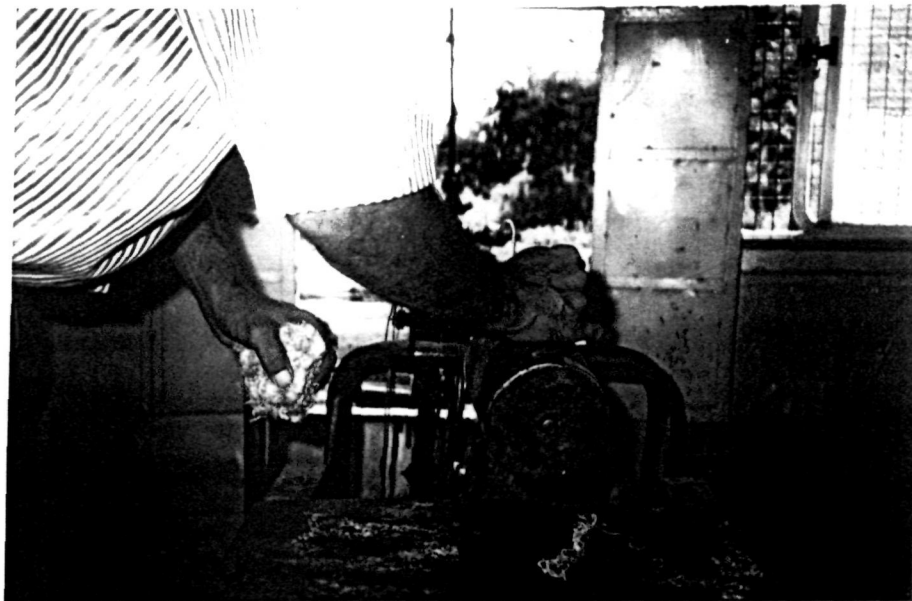
15. Office of ONGC Contractual Masdoor Sangha, Lakwa.



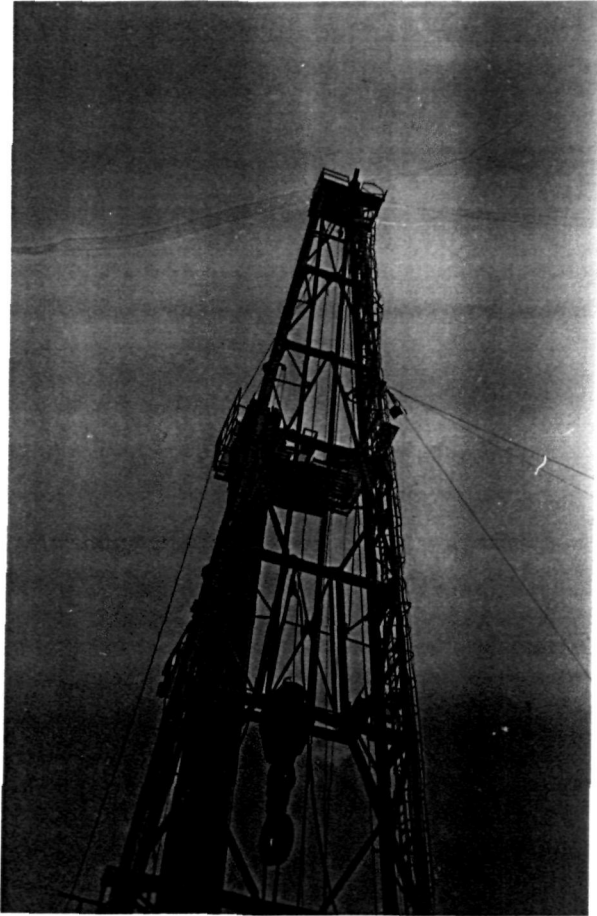
16. Picture showing banners of election, to different unions of ONGC, ERBC.



17. Workers, vehicle along with machinery used by wells stimulation service group of Lakwa, ONGC, ERBC near a christmas tree (drilling point).



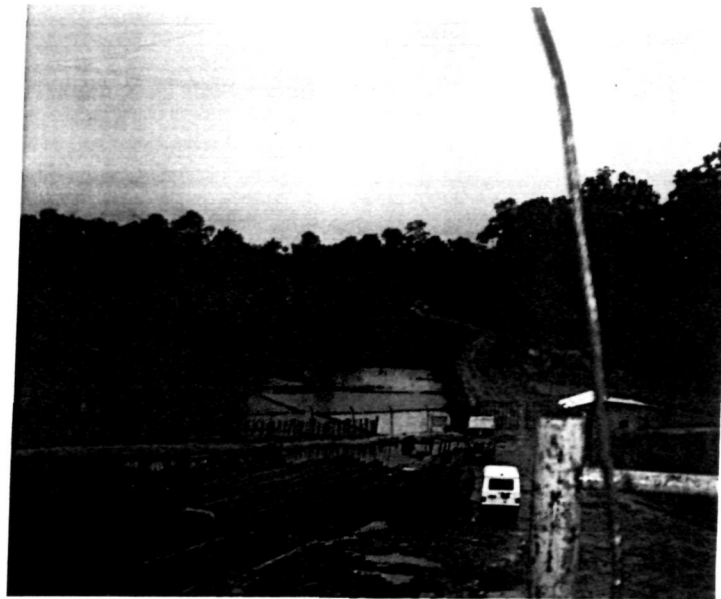
18. View of the machine fitted in the vehicle for stimulation of the drill point which is used to remove wax-deposition in the drilling pipe lines.



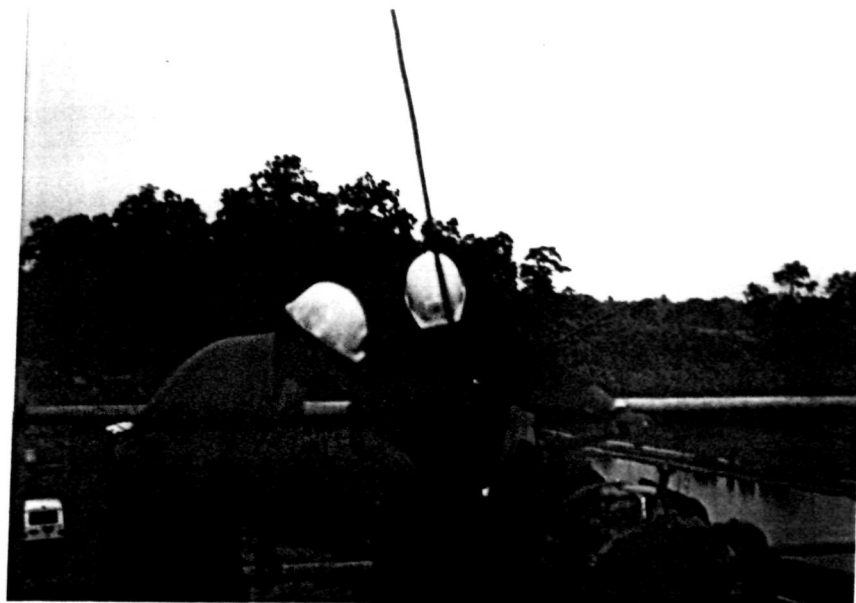
19. Top portion of a drilling rig of ONGC, ERBC.



20. A view of a drilling rig of ONGC, ERBC.



21. View from the top of a drilling rig in Lakwa, ONGC, ERBC.



22. Workers operating a machine in the top floor of a drilling rig.



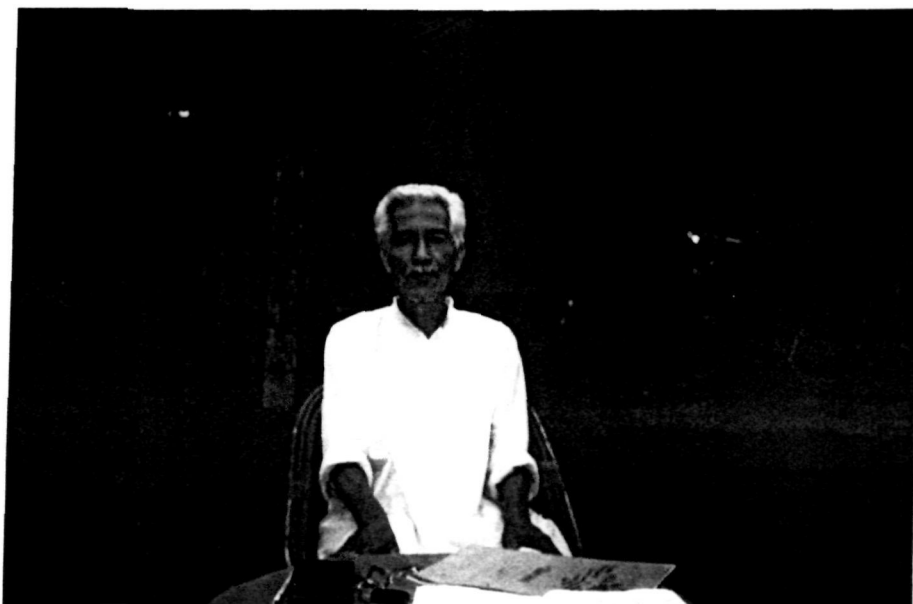
23. A group of workers inside a rest room in a drill site of ONGC, ERBC, Lakwa.



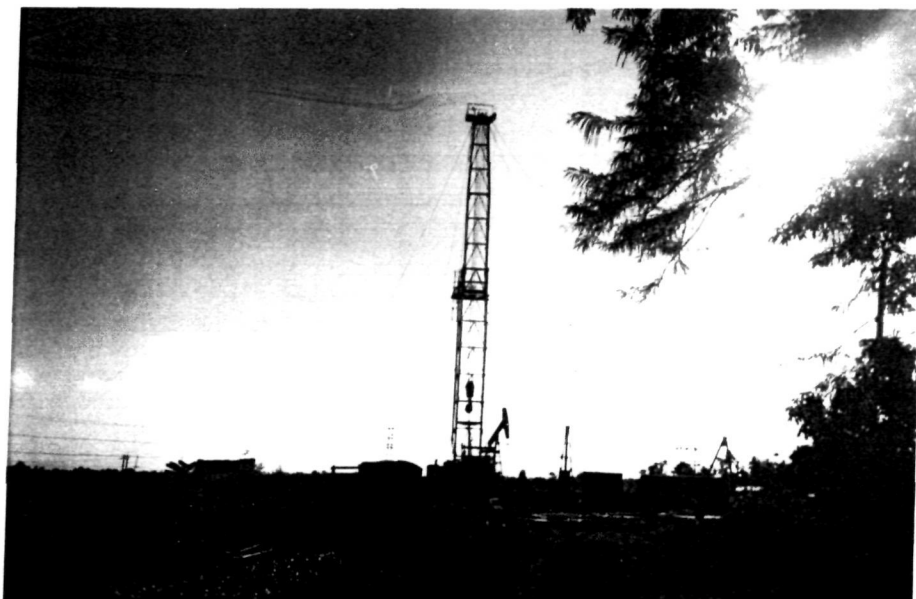
24. Rest houses for workers in the drill site.



25. Village market of Lakwa Charingia Konwar Gaon near Lakwa ONGC Colony Campus.



26. Village head man of Lakwa Charingia Konwar Gaon.



27. A distant view of work over rig near Lakwa Charingia Konwar Gaon.



28. Some remaining installations of a work-over drill-site.



29. Tea garden labourers participating in a dance competition organised in front of ONGC Lakwa Colony, ERBC during Durga-Puja.



30. Religious procession carried out inside the village named Lakwa Charingia Konwar Gaon situated opposite to Lakwa ONGC Colony, ERBC.

ABBREVIATIONS

2 D	----	Two Dimensional
3 D	----	Three Dimensional
A 1320 - UE	----	A type of rig used for drilling activities in ONGC
CC	----	Co-ordination and Cooperation
ACLA	----	Assistant Chief Legal Adviser
ACR	----	Annual Confidential Report
Addl. Dir (cc)	----	Additional director (Coordination and Cooperation)
AEE	----	Assistant Executive Engineer
AG - II	----	Assistant Grade II
AHG	----	Assam Home Guard
A/Lift	----	Artificial Lift
AP&AO	----	Assistant Personnel and Administrative Officer
ASTO	----	Association of Scientific and Technical Officers
Auto	----	Automobile
Auto W/S	----	Auto workshop
BG	----	Business Group
BI-1500	----	A type of rig used for drilling activities in ONGC
BOP	----	Blow out Prevention
CBG	----	Co-ordination Business Group
CC	----	Co-ordination and Cooperation
CDA rules	----	Conduct Discipline and Appeal rules
CE	----	Chief Engineer
CG	----	Chief Geologist
Chem	----	Chemist /Chemical /Chemistry
CL	----	Casual Leave
C & M	----	Construction and Maintenance
CM	----	Chief Manager
CMD	----	Chairman Cum Managing Director
CMSG	----	Chief Management Service Group
COMM	----	Communication

Com & Doc	----	Computer and Documentation
Corp	----	Corporation
CPD	----	Corporate Planning Development
CPF	----	Contributory Provident Fund
CPP	----	Captive Power Plant
C/ROOM	----	Control Room
CRBC	----	Central Regional Business Centre
CWS	----	Central Workshop
D	----	Drilling
DA	----	Drilling Assistant
DBG	----	Drilling Business Group
DCMO	----	Deputy Chief Medical Officer
DDN	----	Dehradun
D'gaon	----	Demulgaon
DGM	----	Deputy General Manager
D/Hole	----	Down Hole
Dir Drilling	----	Directional Drilling
DM	----	Deputy Manager
Drill	----	Drilling
DYCMO	----	Deputy Chief Medical Officer
DYSE	----	Deputy Superintending Engineer
D.V. Project	----	Dhansiri Valley Project
E	----	Exploration
E 760 - 1	}	Different types of rigs used for drilling activities in ONGC.
E 760 - 2		
E 760 - 4		
E 760 - 7		
E 760 - 9		
E 760 - 12		
E 1400 - 2		
E 1400 - 6		
E 1400 - 13		

E	1400 - 21	}	Different types of rigs used for drilling activities in ONGC.
E	1400 - 23		
E	2000 - 4		
E	2000 - 5		
E	2000 - 6		
E	2000 - 7		
E	3000 - 1		
E & C	----	Engineering and Construction	
E & D	----	Exploration and Development	
E & P	----	Exploration and Planning	
E & S	----	Economics and Statistics	
E & T	----	Electronic and Telecommunication	
EBG	----	Exploration Business Group	
ED	----	Executive Director	
ED (S&V)	----	Executive Director (Security and Vigilance)	
ELECT	----	Electrical	
EE	----	Executive Engineer	
EM	----	Equipment Management	
Engg.	----	Engineering	
EOL	----	Extra Ordinary leave	
ERBC	----	Eastern Regional Business Centre	
EWC	----	Employee Welfare Committee	
EXCOM	----	Exploration Contract Monitoring Group	
F	----	Female	
F - 4900	}	Different types of rigs used for drilling activities in ONGC	
F - 6100			
FEMIL	----	Female	
Gd	----	Grade	
Geo	----	Geology	
Geophy	----	Geophysics	
GGM	----	Group General Manager	
GLK	----	Geleki	
GM	----	General Manager	

Govt.	----	Government
Gp	----	Group
GS	----	General Secretary
GSD, Jorhat	----	Geo-Science Division, Jorhat
G. T. Batch	----	A particular batch in ONGC
H	----	Head
HQR	----	Headquarter
HS	----	Health Services
I/Instt	----	Instrumentation
I/c	----	In Charge
ID	----	Identity
IDT	----	Institute of drilling technology
IE	----	Industrial Engineering
IEOT	----	Institute of Engineering and Ocean Technology
IMD	----	Institute of Management development
INBIGS	----	Institute of Biotechnology and Geotechnics Studies
INDEG	----	Indegenious development Group
INT	----	Instrumentation
IOGPT	----	Institute of Geo-petroleum technology
IPSEM	----	Institute of Petroleum Safety and Environmental Management
IR	----	Industrial Relation
IRS	----	Institute of Reservoir Studies
JAT	----	Junior Assistant Technical
JE	----	Junior Engineer
Jr. Acctt.	----	Junior Accountant
Jr. Asstt.	----	Junior Assistant
J/T (P) Wor	----	Junior Technical (Production) Work Over Rig.
JVC	----	Joint Venture Company
KDMIPE	----	Keshov Dev Malaviya Institute of Petroleum Exploration
K.G. Project	----	Krishna Godavari Project
L	----	Logistics
Lab	----	Laboratory
LACQ	----	Land Acquisition

LFA	----	Leave Fare Assistance
LKW	----	Lakwa
Logis	----	Logistic
LPG	----	Liquified Petroleum Gas
M	----	Mechanical
MAP	----	Mapping
MD OVL	----	Managing Director, ONGC Videsh Limited
Mech	----	Mechanical
MKTG	----	Marketing
MM	----	Material Management
MPPC	----	Material Provisional Procrument Cell
MRBC	----	Mumbai Regional Business Centre
MRPR	----	Modifications to the Recruitment and Promotion Regulations
MSGs	----	Management Service Groups
MTDC	----	Management Training and Development Centre
NAT	----	Native
NB	----	North Bank
NE	----	North East
NRBC	----	Northern Regional Business Centre
NZR	----	Nazira
O	----	Operation
OBG	----	Operational Business Group
OEG	----	Oil Equivalent Gas
ONGC	----	Oil and Natural Gas Corporation Limited
OPS	----	Operation
OPS. CORD	----	Operation and Coordination
OTP	----	Organisational Transformation Project
P	----	Production
P & A	----	Personnel and Administration
PAR D&A	----	Performance Appraisal Report, Discipline and Appeal
PARs	----	Performance Appraisal reports
PHC	----	Public Health Centre

PLA	----	Permanent land Acquisition
PMC	----	Project Monitoring Cell
PPC	----	Provisional Procurement Cell
PR & ADMN	----	Public Relation and Administration
PROCESS	----	Processor
Proj	----	Project
PRBS	----	Post Retirement and Death in Service Benefit Scheme
PSCB	----	Petroleum Sports Control Board
QAD	----	Quality Assurance Division
R & D institutes	----	Research and Developmental Institute
RCL	----	Regional Chemical Laboratory
RD	----	Regional Director
RDS	----	Rudrasagar
REG. ESTT	----	Regional Establishment
REH	----	Reserve Establishment Honorarium
RESV	----	Reservoir
RGG	----	Regional Geological Group
RGL	----	Regional Geological Laboratory
RIS	----	Regional Interpretation Centre
RO	----	Registered Office
ROE	----	Right of Entry
RTI	----	Regional Training Institute
S	----	Surface
S & V	----	<i>Security and Vigilance</i>
SBS	----	Sibsagar
SC	----	Schedule Caste
Scale I	----	Rs. 2282/- (open ended)
Scale II	----	Rs. 2340/- (open ended)
Scale III	----	Rs. 2370/- (open ended)
Scale IV	----	Rs. 2472/- (open ended)
Scale V	----	Rs. 2532/- (open ended)
Scale VI	----	Rs. 2718/- (open ended)
SE	----	Superintending Engineer

SR	----	Senior
Secu	----	Security
Security, supp II	----	Security, Superintendent II
SECY	----	Secretary
SG	----	Senior Geologist
SI	----	Security Inspector
SK-III	----	Store Keeper - III
SR	----	Senior
SRBC	----	Southern Regional Business Centre
SRD	----	Special Recruitment Drive
SR.F.O.	----	Senior Fire Officer
SR. IRO	----	Senior Industrial Relation Officer
SR. P & AO	----	Senior Personnel and Administrative Officer
SSG	----	Support Service Group
ST	----	Schedule tribe
SUP Cell	----	Supply Cell
Supp TPT	----	Superintendent Transportation
T	----	Technical
TA	----	Technical Assistant
Tech. Cell	----	Technical Cell
Telecom	----	Telecommunication
T/M (D)	----	Topman (Drilling)
TPT	----	Transportation
VSP	----	Vertical Sesemic profile
W	----	Wells
WOR Planning and Monitoring	----	Work over Rig Planning and Monitoring
WRBC	----	Western Regional Business Centre
WSS	----	Wells Stimulation Service

GLOSSARY

- 14-28 days ON-OFF duty patterns : This is given as transit facilities for officers after completing their 14/28 days of regular duty, they will get off duty of another 14/28 days.
- Induction level : It represent those category of employees who were directly recruited into a designation without passing through any promotion.
- Open ended : Mainly concerned with the non-executive whose scale of pay does not have any close limit.
- Predating : Ahead of the due time in terms of promotion
- Unionised : All employees below the executive level
- Zirats : Compensations for plants, houses etc.

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Sl. No	Name of Degree/ Diploma	Discipline/ Branch	University/ Board and the institute	Subject Studied	Percentage of Marks with Rank/ Division
1	AISSE,(All INDIA SECONDARY SCHOOL EXAMINATION)	General	CBSE, Kendriya Vidyalaya ONGC, Nazira, Assam.	English,Hindi, Maths, Science, Social Science, Phy & Health Education SUPW	60.4% 1st Division
2.	AISSCE(ALL INDIA SENIOR SCHOOL CERTIFICATE EXAMINATION)	Science	CBSC, Kendriya Vidyalaya, Sibsagar, Assam.	English, Physics, Biology, Chemistry, Maths, SUPW	53% 2nd Division
3.	DEGREE OF BACHELOR OF ARTS WITH HONOURS IN SOCIOLOGY	Arts	North Eastern Hill University, St. Edmunds College Shillong.	Honours in Sociology and other subjects are : Eng, GFC, Pol. Sc., History	60.88% 1st Class 2nd Position
4.	M. A. IN SOCIOLOGY	Arts	North Eastern Hill University Department of Sociology	M.A. Course of NEHU Consists of Four Semesters	66.63% 1st Class 1st Position (Gold Medalist)