Chapter - VII

Conclusion
Generally, every research has to form the conclusion in the final part. The conclusion of the present study consists of three parts – summary, concluding remarks and the suggestions in terms of recommendations which are following.

I. Summary

The main objectives of the study are to enumerate the role of Oil and Natural Gas Corporation (ONGC) in general and the Cauvery Asset, Karaikal in particular in Human Resource Management (HRM) and to analyse the job-satisfaction and motivation of the employees especially in the Cauvery Asset. The researcher has adopted the descriptive and analytical methodology for conducting the study and used both the primary and secondary data.

The secondary data have been collected with the help of various available secondary sources like books and articles. The primary data have been gathered by the primary sources like reports of government and the organisation. Also, for the collection of field data, following a stratified random sample method, 226 employees of ONGC-Cauvery Asset have been selected as respondents and interviewed them with the structured questionnaire. Having the due organisation or chapterisation, the study covers the period upto 2010.
In relation to the dimensions of HRM, it is the systematic control of a network of interrelated processes affecting and involving all members of an organisation. The major objectives of HRM are to create and utilize an able and motivated workforce in order to accomplish the basic organizational goals; to create facilities and opportunities for individual or group development so as to match it with the growth of the organisation; to attain an effective utilization of human resource in the achievement of organizational goals; to maintain high employees morale and sound human relations by sustaining and improving the various conditions and facilities; to provide fair, acceptable and efficient leadership and to provide facilities and conditions of work and creation of favourable atmosphere for maintaining stability of employment. The main components of HRM are recruitment process, conditions of service to the personnel, planning and development, training, job-analysis, job-rotation, job-enlargement and job-enrichment. Especially, the major areas of HRM in ONGC are recruitment, pay, transfer and promotion, allowance, reimbursement, incentive and reward schemes leave, advance, welfare measures, special facilities, discipline and separations.

In order to understand the principles of job-satisfaction and motivation of the employees, various theories have been discussed in brief. The traditional theories of motivation, such as, Maslow’s hierarchy of needs, McGregor’s theory x and theory y, and Herzberg’s two factor theory and the contemporary theories like ERG theory McClalland’s theory of needs, cognitive evaluation theory, goal setting theory, reinforcement theory, equity
theory and the expectancy theory have been looked into. Again, we have explained the measurement and determinants of job-satisfaction, various theories, the various ways for the expression of dissatisfaction, top ten reasons for job-dissatisfaction as per the views of Jeam Scheid and the key reasons for job-dissatisfaction according to the contribution of Rose Johnson.

With regard to the role of ONGC in HRM, an Oil and Natural Gas Directorate was set up towards the end of 1995, as a subordinate office under the has Ministry of Natural Resource and Scientific Research. In August, 1959, the Directorate was raised to the status of a commission which was connected into a statutory body by Act of Parliament in 1959 and it attained the status of corporate sector limited company on 1st February 1994. Following the constructive mission and perspective vision, the ONGC has a systematic organisational set up and functions. It has the main function of exploration and production of oil and natural gas and also the distribution. ONGC, being Indian public sector undertaking, has the capacity even to compete with the global companies of the world. It is headed by the Chairman and Managing Director (CMD) and there is mainly matric structure rather than the hierarchal system. Various committees function for the different departments. It has various assets, basins, plants, installations and services deployed in different parts of the country and even in the foreign country. The total strength of employees in ONGC are 32909 as on March 2012. It has a department for the HRM which has been implementing all the policies and schemes as per the HR manual. It has also achieved
numerous recognitions, awards and accreditations not only within the
country but in the international level also. Oil and Natural Gas Corporation
Ltd is ranked as “Maharatna” in fortunes most admired list 2012” under
mining, crude oil production category. It is ranked 171st in Forbes Global
2000 list 2012 of the world’s biggest companies.

The history of Cauvery Asset started with the year 1966 when oil and
natural gas was found in Cauvery basin. Cauvery Asset is headquartered at
Neravy, Karaikal, a part in the Union Territory of Pondichery and its
operational areas extends an area of 27,800 sq.km on land and
approximately 30000 sq.km offshore. In Tamil Nadu, the exploration and
production activities of the Asset on the oil and natural gas are spread over
in Nagapattinam, Ramnad, Thanjavur, Thiruvarur, and Cuddalore districts.
The Asset has 20 production fields, 144 layers, and 210 wells. The Cauvery
Asset is headed by Executive Director – Asset Manager and there are
thirteen services such as, Asset Manager’s Office, support service, drilling
service, engineering services, MUD chemistry services, well services, work
over services, logging services and so on functioning under him. The total
employees of the Cauvery Asset are 1134 out which 905 are executives and
229 are non-executives as on March 31, 2012. It has achieved a numerous
prices, awards, recognitions and accreditations.

The main functions of the Cauvery Asset are the exploration,
production and distribution of oil and natural gas. It has a separate
department for HR which has been functioning and implementing HR
policies, schemes and programmes to the employees as per the guidelines of
HR manual since its establishment for the welfare, happiness and development of the employees. A large number of welfare measures, benefits, leave facilities, safety measure and so on are executed by the HR department in the Asset. The employees of the Asset have the association with trade union activities. Apart from these, Cauvery Asset has been implementing various corporate social welfare activities like the empowerment of women, scholarship to the students, green environment, etc.

With regard to the analyzation and interpretation of field and primary data, especially social background, more than ninety five percent of the respondents are males whereas less than five percent among them are females. Hence, it is obvious to understand that there is a domination of male employees and negligible representation of the female employees. It means that less and lesser administrative empowerment of women exists in ONGC in general and in Cauvery Asset in particular. As such, the category of married employees constitutes nearly ninety eight percent, the majority in marital status whereas the ITI holders represent over thirty five percent, the maximum in the category of educational status of the employees. The caste and the religion of the respondents are the majority of Backward Class (53.54 percent) and the Hindus (85.84 percent) respectively as the reflection of normal Indian society. Since the collective family system exists rarely, upto four members in family known as nucleus family are over 97 percent. Mainly, the employees come from sub-urban area since it is represented by about 38 percent. In the categories of age and the education of children, 31 to 40 and the engineering constitute the maximum of nearly 51 percent and above 32 percent respectively.
Regarding the economic background of the respondents, nearly 80 percent of the employees in Cauvery Asset possess own house whereas over 20 percent of them reside in rental house. Mainly, they reside in flats as the category shows about 39 percent. Also, they (37.61 percent) mostly like to stay in the metro cities. The category of monthly income (Rs.40000 – 5000) dominates by over 48 percent rather than other sections of the employees in the Asset. As such, the majority of respondents (58.41 percent) spend below rupees 30000 as their monthly family expenditure. With regard to the standard of living, over 42 percent of the respondents are very good and nearly 35 percent of them are good. Concerning the political background, about 89 percent and over 11 percent of the respondents are members and non-members in the trade union respectively. But at the same time, the non-members of the trade union dominates in the ASTO by the representation of nearly 89 percent. As such, the majority of employees (32.74 percent) have the membership in Dwelling Area Society and the maximum employees (28.32 percent) respond that they have the role model of their parents. Relating to the reforms in trade union election, nearly 35 percent of the respondents view that the existing system may continue without any change whereas remaining over 65 percent of them have supported the changes in various aspects. This shows the normal political and organisational culture of India.

Regarding the cultural aspects, nearly 49 percent of the respondents, the maximum, read English newspaper while about 31 percent have the reading habit of newspaper in regional languages. The respondents mainly
(29.20 percent) have the hobby of watching television and the majority of them (51.77 percent) undertake their tour within the country. Concerning the sports or games activities, the employees of Cauvery Asset give nearly equal importance to volley ball (31.86 percent) and the cricket (30.09 percent). The respondents have the monthly worshiping nature since it is significantly represented by nearly fifty six percent. In brief, the employees in Cauvery Asset mainly use English in any communication as it is universal language.

In relation to administrative aspects, the Cauvery Asset of ONGC comprises of nearly 81 percent of executives and about 20 percent of non-executives. Nearly fifty percent of employees have the years of service between 11 and 15 whereas over twenty seven percent possess the service between 16 and 20 years. Only 11.50 percent of the respondents have above 20 years of service. Of all the services in the concern, the drilling service which is the most important and comprehensive services, consists of nearly 43 percent of employees, the maximum. Mainly, the employees opt for general or morning shift since it is represented by 51.77 percent. As such, the major portion of the employees (40.71 percent) have only two promotions in their service. Here, it is observed that the organizational set up is based on matric or horizontal pattern rather than the hierarchical system, a renowned and prevalent classification of service in the world except US in general and in India in particular. Because, we find the majority of executives ie. officers rather than the non-executives or unionized categories in the concern. For example, the Cauvery Asset of ONGC comprises of 1134 employees out of which 905 are executives and 229 are non-executives.
Concerning the satisfaction of the employees, the respondents opine that the placement is the most important process rather than other processes of recruitment in the Cauvery Asset of ONGC since it significantly represented by over 32 percent in high satisfaction of the respondents. The majority of the respondents, nearly 62 percent, have normal satisfaction on the direct interview. But, on an average, high satisfaction and the normal satisfaction of the respondents together in all recruitment processes constitute from 53.10 percent in special interview to 76.11 percent in written test. Mainly, the respondents have not sufficiently satisfied on the recruitment process of selection board and trade test since these are insignificantly represented. The indifference of the respondents shows in the selection board (55.75 percent) and it is the maximum when it is compared with other processes. Above twelve percent of the respondents have dissatisfaction on the special interview and it is the highest of all. Utmost, 8.40 percent (special interview) among them are highly dissatisfied in the recruitment process.

Regarding the satisfaction on the promotion and transfer, the employees of the Cauvery Asset are highly satisfied with the promotion without transfer since it is shown with 57.96 percent, the highest of all the aspects in the system of promotion and transfer. Not only that, nearly 67 percent of the respondents, the maximum, have felt normal satisfaction on the transfer within the Asset. Nearly fifty four percent among them, the majority, have offered the indifferent response relating to transfer on punishment. We can’t say that it is an indifference or innocence but may be
due to strict or rigid rules and regulations. The maximum of respondents (13.27 percent) have shown their dissatisfaction over the merit promotion and nearly 19 percent among them have highly dissatisfied with the transfer on punishment. In brief, it is concluded that the employees have high and normal satisfaction a lot in the organisation of Cauvery Asset.

Relating to the satisfaction of the respondents on pay, nearly 38 percent and over 46 percent of the employees have responded for high satisfaction and normal satisfaction respectively, representing the majority. But, it seems that annual increment is respondent by over 31 percent of high satisfaction and above 25 percent of normal satisfaction. It appears to be a reality while there is an insignificant response on dissatisfaction and highly dissatisfied.

With regard to the satisfaction of the respondents on the payment of allowances, of all allowances, the drilling allowance is given more significance by the employees of Cauvery Asset. Because, the majority (44.69 percent) of the employees have normally satisfied with the drilling allowance. As such, the maximum (36.28 percent) of the employees have highly satisfied with the operational allowance. It is understood that only minority of the employees have shown the responses on the dissatisfaction and the highly dissatisfied. It means that most of the allowances are less advantageous to the employees.
Regarding the satisfaction of the respondents on the payment of travelling allowance, nearly 36 percent of the respondents, the maximum, have highly satisfied with the travelling allowance for 14 days on/off duty. As such, nearly forty three percent of the respondents, the majority, have the normal satisfaction over the travelling allowance to attend training programmes. About 27 percent of the employees give the response of indifference towards the travelling allowance in case of foreign trip officially. Because, most of the employees may not have an opportunity for the foreign trip officially even though it is frequently available to the officers, the so called executives. More or less, we find the representative responses of the employees on all the items especially the satisfaction rather than the dissatisfaction.

Concerning the satisfaction of the respondents on the leave facilities, it is observed that the employees of the Cauvery Asset enjoy more facilities by the casual leave, maternity leave and the accident and disability leave since these are significantly represented by 45.13 percent, 46.46 percent and 45.58 percent respectively, by the response of normal satisfaction. As the data show, the employees of the Asset give equal importance to enjoy all kinds of leave having the satisfaction. As such, of all the reimbursements, reimbursements on the cost of brief case are mostly availed by the employees as it represents nearly 59 percent by the response of normal satisfaction.
Relating to the satisfaction of the respondents on loans and advances, nearly 41 percent of the respondents, the maximum, have highly satisfied with non-refundable CPF in the Cauvery Asset. The response of normal satisfaction on refundable CPF is 38.49 percent, the highest. We find that there is an insignificant response of the respondents towards the dissatisfaction and high dissatisfaction.

In relation to the satisfaction of the respondents on welfare measures, it is clearly understood that the ONGC in general and the Cauvery Asset in particular have been undertaking a large number of welfare measures to the employees. In short, the maximum respondents (29.65 percent) have highly satisfied with the Contributory Provident Fund. As such, over 55 percent of the respondents say that they are normally satisfied with the settlement of claims and it is the majority. Since they sufficiently enjoy the various measures implemented by the concern, there are very low representation of dissatisfaction.

With regard to the satisfaction of the respondents on safety measures, of all the safety measures, the ONGC Cauvery Asset gives more importance to the mock drills since it is highly satisfied by the respondents by nearly 22 percent. Like that, the majority (42.04 percent) of the respondents have normal satisfaction on the availability of H2S detector in sites. Relating to the indifferent response, the onsite training has nearly 42 percent, the maximum whereas the responses of dissatisfaction and highly dissatisfied are less than 16 percent and nearly 9 percent respectively and hence this is an insignificant representation of the employees in the Cauvery Asset.
Concerning the satisfaction of the respondents on CDA – Conduct, Discipline and Appeal rules, the data security guidelines is highly satisfied by the respondents since it is represented by over 25 percent, the maximum extent. As such, it earns 37.61 percent response of normal satisfaction which is also the highest. It means that the employees of Cauvery Asset realize the maximum extent and the minimum extent through their responses of satisfaction and the dissatisfaction respectively.

Regarding the satisfaction on the incentive and reward schemes, the respondents avail and enjoy the annual incentive a lot since it is reflected by over 25 percent response of high satisfaction whereas the dividend from cooperative societies has the majority response of normal satisfaction, ie. 40.26 percent. It appears to be a reality that there is a negligent response of the employees by dissatisfaction and highly dissatisfied. Hence, the employees of Cauvery Asset receive due benefits from all the incentive and reward schemes.

In relation to the satisfaction on the training and development, the majority (28.76 percent) of the respondents have highly satisfied with first aid training, the most important of all types. They also have normal satisfaction on first aid training by representing over 49 percent, the maximum when it is compared with other trainings. Usually, we find an insignificant response of the respondents by the dissatisfaction. However, the employees show nearly equal importance to all trainings. As such, the respondents have highly and normally satisfied by over 31 percent and over 47 percent respectively towards the creation of enrichment in HRM in
general. It means that the planning and decision making enriches the HRM policies and their implementation to the employees. It creates motivation and cooperation a lot among the employees of ONGC – Cauvery Asset since there is considerable response of satisfaction.

With regard to the satisfaction on the trade union activities, the employees of ONGC – Cauvery Asset have highly satisfied with the trade union activities especially with the approach of the delegates by nearly 24 percent, comparatively the maximum in the response. Nearly 50 percent of the respondents have normally satisfied with the achievements on welfare matters and it is the highest response when it is compared with other activities of the trade union. By the field data, we come to know that the trade union has been playing in an important role in several activities, such as, pay revision, canteen matters, job-rotation, industrial relation, regular meeting with the management, etc.

Regarding the job-satisfaction of various social categories in general, nearly 30 percent of the male respondents have highly satisfied whereas over 61 percent have normally satisfied with their job. As such, 20 percent of female employees have highly satisfied and 50 percent have normally satisfied with their job. But, the response of dissatisfaction shows an insignificant response. In the same way, while we observe the job-satisfaction of various social categories, responses of high and normal satisfaction nearing and exceeding 70 percent on an average. Hence it is observed and concluded that the job-satisfaction of all social categories in terms of sex, age, education, caste, religion and the administrative category
shows the response of majority. From this, we understand that the employees of Cauvery Asset have the maximum satisfaction, happiness and development in all spheres.

In relation to the overall job-satisfaction in ONGC in general and in Cauvery Asset in particular, 11.06 percent of the employees have highly satisfied whereas 62.39 percent, the maximum, have normally satisfied with their job in general. Only 6.19 percent of the employees and 4.87 percent have the responses of dissatisfaction and highly dissatisfied respectively which is so negligent and insignificant. This shows that the majority of the employees in ONGC in general and in Cauvery Asset in particular have job-satisfaction. It means that the employees mainly have the maximum development, happiness and satisfaction especially with HRM. In the same way, the majority of the employees (65.93 percent) have been highly motivated and 13.72 percent among them have been normally motivated in the organisational activities. This happens due to effective and successful execution of HRM policies like pay, benefits, facilities and welfare measures by the systematized organizational set up of ONGC in general and the Cauvery Asset in particular. Here, we find and conclude that the job-satisfaction leads to motivation of employees and vice-versa. Resultantly, all the factors of motivation on the responses of the respondents by the levels of highly motivated and normally motivated together constitute nearing and exceeding 70 percent, the maximum extent. Merely, we find an insignificant response of the employees on levels of demotivation and highly demotivated. This shows that the majority of the employees are motivated a lot mainly due to the implementation of HRM policies in ONGC – Cauvery Asset.
II. Conclusion

Based on the secondary data interpreted and the primary data analysed, the following conclusions relating to the study are arrived at.

1. The Oil and Natural Gas Corporation in general and the Cauvery Asset in particular have the systematized organizational set up and the effective and successful functions especially in terms of exploration and production of oil and natural gas.

2. The Human Resource Management in the organization mainly involves in the implementation of various schemes and programmes for the benefits, welfare and development of the employees. Really, the purposes of HRM are served in meaningful and realistic ways.

3. The matric pattern is given importance in the Organisation rather than the hierarchical system in which there is the domination of executives over the non-executives in quantity.

4. The employees receive due benefits by the implementation of various HRM policies and programmes in terms of pay, promotion, transfer, allowances, loans and advances, leave facilities, training and development, planning and decision making and so on and they feel and realize the satisfaction over them.
5. The majority of the employees express their satisfaction towards the job. For example, 11.06 percent of the employees have highly satisfied and 62.39 percent have normally satisfied with the job.

6. Following the job satisfaction, the maximum of employees have been motivated a lot due to the efficient role of HRM. For example, 13.72 percent employees have been highly motivated and 65.93 percent have been normally motivated due to the various feasible factors of motivation being created by the organisation.

7. More or less, all the factors of motivation especially HRM, leadership, training and development, planning and decision making, unionism and cooperativeness, industrial relations etc. play equally in a due and important role to motivate the employees of the Organisation.

8. As far as the safety measures are concerned, all the kits and liveries are issued as the field data appropriately represent.

9. With regard to medical facilities, the work centers are deployed with medical officer, ambulance facilities and so on since the operations are being carried out in open cast mining areas.
10. Relating to the test of hypothesis, the ONGC in general and Cauvery Asset in particular have the systematic organizational set up and functions, more number of HR policies like pay and service conditions and implementation, absolute job-satisfaction of the employees and the existence of self-motivation of the employees are tested and positively proved since both the primary and secondary data support them.

III. Suggestions

In fact, there is no human act without any bias and prejudice. As such, every organisation may have some problems and barriers while functioning. Hence, ONGC in general and the Cauvery Asset in particular could not escape from some basic problems and hindrances in their functional activities. Here, we bring the two categories of suggestions to improve the organisation and to enrich the areas of research in field of HRM.

I. Suggestions to improve the organisation.

1. In order to increase the number of non-executive employees, the matric pattern may be reduced and hierarchical system may be increased.

2. When we are focusing on the empowerment of women as an important area and the ONGC - Cauvery Asset undertakes the corporate social welfare activities under corporate social responsibility, it is desirable to increase the number of women
employees in the organisation, because, there are only 4.43 percent of women employees are in the Asset as per the study.

3. With regard to the medical facilities available to the employees, irrespective all categories ie., executives and non-executives, the room entitlement for inpatient treatment may be given a minimum facility of single room. Minimum 25 bedded hospital at ONGC-Cauvery Asset may be started.

4. Due to the rigid and long formalities, in issuing the credit letters to the empaneled hospitals, there is some sort of delay. This may be avoided by taking necessary steps.

5. Kits and liveries may be timely issued since it is in the hands of Asset manager concerned.

6. Delay in sanctioning the loans and advances to the employees due to the formalities may be reduced.

7. Even though the sufficient infrastructure are available, these are not fully utilized. Hence, measures may be taken to utilize the infrastructure fully in order to maintain health, safety an environmental system.

8. The travelling allowance may be equally given irrespective of categories in case of attending the trainings.

9. The sports coach may be appointed in the Asset concerned in order to make the sports and games facilities to all the employees equally.
10. The Periodical Medical Examination (PME) for the employees may be conducted regularly.

11. The Post Retirement Benefit Scheme (PRBS) may be revised according to the current economic status.

12. Employees posted on job rotation basis face many problems like ego even though there is an equality of status and authority. The measures may be taken to rectify such problems.

13. Even though e-PAR is transparent, there are some hindrances. Hence, the request for e-PAR may be equally considered among the employees.

14. The profit sharing may be timely paid to the employees.

15. The free LPG may be supplied to all the employees irrespective of the place of accommodation.

II. Suggestions to improve the research in HRM

1. An intensive study may be undertaken in ONGC by choosing a particular topic of research and adopting the scientific method.

2. The financial administration of ONGC in particular may be studied by the scholars in future.

3. The ONGC may be compared with other public sector undertaking in India by following the comparative method.
4. The HRM policies and programmes may be analysed in detail by the scientific method of research.

5. The ONGC may be compared with the foreign oil companies by the comparative methodology.

Finally, we come to conclude that the Oil and Natural Gas Corporation in general and the Cauvery Asset in particular, with the systematic organizational set up, have been effectively and successfully functioning in the activities of exploration and production of oil and natural gas and in the implementation of schemes and programmes to the employees as per the policies, guidelines, rules and regulations of Human Resource Management manuals. The ONGC and the Cauvery Asset have been performing a lot in various fields and acquiring a numerous awards, prizes, recognitions, accreditation and achievements. Hence, ONGC and the Cauvery Asset are the name, fame and pride of India. Undoubtedly, the employees are remarkably motivated and satisfied a lot due to the possible and feasible efforts being undertaken by the HRM. In fact, the purpose of HRM is served in ONGC – Cauvery Asset. Really, ONGC in general and the Cauvery Asset in particular, having the constructive mission and the perspective vision, have been systematically marching ahead to achieve the ultimate purposes of our country known as the socialistic pattern of society, socio-economic progress and the nation building.