SYNOPSIS

This thesis aims to understand the functioning of a public sector organization. In the context of the widely held criticism against public sector, the research focuses on issues such as workers' attitudes to work, the operation of industrial relations and management. The literature concerning public sector mainly highlights the macro-factors like the government control, the criteria to evaluate an enterprise's performance, the government policy on various issues etc. Case studies focusing on the operational problems of individual enterprises are very few and the concentration on issues like the workers' attitudes, the nature of union management relationship and the performance of management is lacking. The purpose of this study is to explore these areas and to understand their relevance to the functioning of the enterprise.

The Introduction of the study (chapter I) begins
with the explanation of the Mahalanobis model of economic development which provides a sound theoretical base for the establishment of public sector in India. The explanation highlights some of the important issues confronting public sector and analyses the performance of public sector after independence. Some of the issues concerning the necessity to study the internal organization find explanation in this chapter. It also comprises of a detailed ethnographic account of the HMT of Hyderabad. A review of the theory of organizations is also undertaken in the introduction.

The Second Chapter deals with the trade-union dynamics of the plant. In this chapter, the union's impact on worker's life and the process of production comes under focus. The chapter attempts to identify the nature of trade-union leadership in public sector and the issues that the union confronts. An attempt to identify the pattern of union's growth and the response of workers to the growth is undertaken. The relevance
of the union for the overall functioning of the organization is highlighted. In particular, its influence over workers forms part of the discussion.

The Third Chapter focuses on the functioning of the management. The management, for its crucial role of decision-making, assumes responsibility for some of the major aspects of the functioning of organization. The viewpoint of management and its relationship with the trade-union and the workers is the basis of the discussion. Some of the points of view of workers, explained in the earlier chapters, reappear in contrast with the management's viewpoint. The causes and reasons of the contrast are analysed. The chapter attempts to show how the management makes decisions in the context of influences ranging from the trade-union leadership to various levels of the hierarchy of the government.

The Fourth Chapter deals with the workers'
attitudes. While the second chapter provides a glimpse of the atmosphere of industrial relations and the third on the functional aspects of organization, the study of workers' attitudes provides explanation for the workman's conduct on the shopfloor. The worker's needs, his relationship with fellow workers and the supervisor, his choice of the shop steward and his views on the efficiency of the organization are analysed.

The Final Chapter lists the major conclusions of the study and explores the possibility of connecting them with the major theoretical debates on public sector. The drawbacks of the organization come under focus and alternative forms and models of public sector organization attract our attention. The need to review the policy on public sector is highlighted in this chapter.
METHOD OF DATA COLLECTION

Various techniques of research were used to obtain the necessary information. The major contribution to data came from the fieldwork which included the participant observation and a performance survey of HMT employees. An attempt was made to cover all categories of HMT employees ranging from semi-skilled to highly skilled and lower-supervisory to upper-supervisory cadres. The sample was dispersed over different projects/departments of the organization. An interview schedule was administered to derive information on workers' attitudes. The examination of files in the union office, official circulations, pamphlets distributed during various elections and interviews with important personalities provided the rest of the data.

The field work of the study was carried out at two
locations, the factory and the residential colonies. My residence in one of the housing colonies provided an opportunity for close observation of the lifestyle of employees. The two-year field work included regular visits to factory, contact with key personalities and building of a rapport with union leaders and managers. The main technique of field work was the informal interview.

The trade-union office acted as a focal point of collecting information. A number of workers visited the trade-union office for various purposes. The trade-union leaders were very co-operative and allowed interviews with employees to be conducted in their office.

A community hall situated in one of the housing colonies facilitated the celebration of various festivals and important occasions like the May day. The observation of the celebrations yielded information on workers' behaviour outside the factory.
THEORETICAL STANDPOINT

Since the theory of organizations itself has evolved from the contribution from various disciplines like Sociology, Management, Public Administration, Psychology and Economics, the current study derives its theoretical insights from various sources. In short, we can frankly admit that our approach is eclectic. However, a detailed study of the theory of organizations was undertaken and the thesis includes a review of the important theories. It is significant to note here the shift in emphasis in the design of organizations in disciplines like management. Traditionally, the design of organizations was modeled after a hierarchical form. A special emphasis for machine-centered organizations led to the search for alternative models. The alternative models focused on issues like quality of work-life (QWL). The alternative forms seek to diminish the domination of production-centered approach to design organizations.
The alternative models deal with concepts like self-regulating autonomous work groups which are based on co-operative models and the emphasis in this form of designing organizations is on human beings welfare in the group. It could be understood that the theory of organisations is undergoing rapid transformation with multi-disciplinary approach gaining wide acceptance. Our effort has been to keep in view the various developments while discussing the different aspects of the organization under study.