CONCLUSION AND SUGGESTIONS

In 1955, the Oil and Natural Gas Directorate was formed as a part of Geological Survey of India under the Ministry of Natural Resources. The Oil and Natural Gas Directorate was raised to the status of a Commission in 1956. The Commission was made a statutory organisation by an Act of Parliament in 1959. In the absence of any trained personnel being available to start the risky oil exploration work and production, the O.N.G.C. recruited fresh geologists from various universities and gave them an intensive training in the related field of oil and natural gas exploration. Thus Oil and Natural Gas Commission (O.N.G.C.) has pioneered exploration, drilling, production and transportation of crude oil and natural gas in the country. The Commission has made a creditable performance in the recent years in terms of net assets, sales profits and contribution to national exchequer among private and public sector undertakings. The Commission is now operating across the country in Assam, Arunachal Pradesh, Orissa, Rajasthan, Madhya Pradesh, Uttar Pradesh, Maharashtra and West Bengal. Some more exploration areas in Western India have been included in the Commission's map of operation.

At present the Headquarters of the Commission is located at Dehradun. In fact, the growth and development of the Commission is regarded as synonymous with the development of India's Oil Industry.

The Commission has the following objectives:

1. To attain self-reliance in oil.
2. To attain self-reliance in technology.
3. To promote indigenous efforts to achieve self-reliance in oil related equipments, materials and services.
4. To assist in conservation of oil and making a more efficient use of energy and development of alternate sources of energy in the country.
5. To ensure environment protection.
6. To make long term planning for oil self-sufficiency in the country.
7. To undertake price fixation and marketing of oil and natural gas produced by it.
8. To obtain its share in the world oil market.
9. To have generation and maximisation of internal financial resources for its own growth and development.
10. To make regular efforts for new exploration areas.
11. To achieve maximisation of the rate of return.

Now (in 1988) the Commission has 44000 employees, including 15000 executives and 29000 staff employees. The Commission is providing fuel and feedback stock to power plants, mills, refineries, fertilisers, petro-chemical and other petroleum based industries in the country. The Commission provides employment opportunities either direct or indirect for over three lakhs people in the country. The Commission has encouraged domestic industries to manufacture oil related equipments. The O.N.G.C. is providing assistance and cooperation to other developing countries in the field of oil exploration and production like Iraq, Vietnam and Sri Lanka. The Commission's crude oil production and natural gas output were 9.64 million tonnes.
and 6,970 million cubic meters in 1988. The sales and net profits were Rs. 7268 crores and Rs. 1653.97 crores in 1988. The Commission's contribution to national exchequer in 1988 was Rs. 3993.03 crores, the centre and the state shares being Rs. 3692.03 crores and Rs. 401 crores respectively.

But the Commission has failed in some areas of its operation which are given below:

1. It was found that of 26 sedimentary basins only 13 basins were considered of immediate interest or operation for hydrocarbons exploration. The rest of the 13 basins remained unexplored or were poorly explored by the Commission.

2. The marketing objective of its products should be given up. The marketing function of the Commission for natural gas has overburdened the organisation, because marketing of natural gas is a very complex function requiring huge investments, integrated planning for processing, transportation and distribution. So the Commission should not perform this marketing function. The Commission should concentrate on their primary functions of exploration and exploitation of hydrocarbon resources.

3. There is a lack of coordination and cooperation with the other different national agencies of science and technology which too are working in the same fields. These agencies are Geological survey of India (G.S.I.), Botanical Survey of India (B.S.I.), National Remote Sensing Agency (N.R.S.A.), Central Ground Water Board (C.G.W.B.) and Oil India Ltd (OIL). The O.N.G.C. and Oil India Limited is working in the same areas and with the same objectives. But the Government has not allocated
The working of the two national agencies O.N.G.C. and OIL is creating wasteful movement of machinery, equipment and other oil related materials and services.

4. The Commission is creating a lot of marine pollution, specially near the coasts and is doing little to minimise this pollution of the marine waters.

5. The Commission has failed in achieving self-sufficiency in crude oil and petroleum products because its crude oil production, i.e. around 27 million tonnes has stagnated from 1985 to 1987. During the same period, crude oil consumption increased from 45.3 million tonnes in 1985 to 48.46 million tonnes in 1987. The self-sufficiency declined from 68% in 1985 to 62% in 1987.

Certain suggestions are given in this regard. The Commission should decentralise their exploration and operation activities among the other basins where oil has been found and which are left as poorly explored. The Government should make a proper planning for coordination and cooperation among the different national agencies of science and technology like G.S.I., B.S.I. or R.S.I., O.N.G.C. and OIL etc for maximum utilisation of funds and resources. The results of these agencies of investigation are kept in the respective departments as unpublished works. These agencies create wasteful expenditure again for the same work. So the results of these agencies of investigation should be published and transferred to other related agencies of science and technology. The specific areas of operation should be allocated to O.N.G.C. and OIL for removing the wasteful movement of machinery and equipments.
The marketing of natural gas should be transferred from the Commission to Gas Authority of India Ltd (GAIL) for reducing the Commission’s burden of processing, transportation and distribution while the GAIL is already performing this business in the country. The Commission should perform only their the primary functions of exploration of hydrocarbon resources. In its objective of environment protection. The Commission has failed in the coastal areas. The Commission's operation activities of oil production in the ocean are creating water pollution in the seas. So the Commission should be more conscious in this regard because water pollution is dangerous to humanity and water animals, etc. The Commission's crude oil production has stagnated from 1985 to 1987 at around 27 million tonnes while consumption has increased for the same period from 47.03 million tonnes to 48 million tonnes respectively. Self-sufficiency in oil declined from 67% in 1985 to 62% in 1987. So the Commission should take the following steps again to improve the performance of oil production and its efficiency.

1. It should increase productivity to the maximum. The maximum productivity can be considered as the efficient use of the inputs for having a certain amount of output. Peter Drucker defines productivity as "that balance between all factors of production that will give the greatest output for the smallest effort".  

2. Upgradation of technology.

3. Use of computers in interpretation of data.

4. Use of Early production system (EPS) in operational fields and commercial production because this system reduces the time which

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1. See on next page.
would minimise the cost of rigs and other equipment.

5. Improve the capacity utilisation of rigs.

6. The Commission should devote more attention to development and research in future in allied energy fields like underground coal gasification, solar energy, geo-thermal energy and also for diversification in areas of non-conventional sources of energy.

The O.N.G.C. is a public corporation. It has adopted the functional organisational structure. But in practice the Commission follows the matrix form of organisation at administrative level and functional at managerial level. The Commission consists of a Chairman, Vice Chairman, six full time members like drilling, exploration, natural gas, technical, finance, personnel and two part time members. Various Regional Directors/Group General Managers and Deputy General Managers are working under these members. The four business groups, exploration, drilling, operations and technical were set up in the Commission. The Commission has also created six regional business centres on the basis of geographical areas. These regional centres are controlled by regional directors. These regional centres are given below:

3. Western : W.R.B.C. Western Regional Business Centre.


The main features of the commission’s organisational structure are given below:

1. The Commission has divided the onshore and offshore activities and deals separately with onshore and offshore exploration and operations.

2. The Commission organisation has been divided into six regional business centres like (1) BRBC, ERBC, WRBC, SRBC, CRBC and NRBC, for quick decision making and clarity of the working results.

3. The organisation is divided into four business groups of exploration, drilling, operations and technical business group for smooth administration and management.

4. It is a matrix organisation at administrative level and functional with managerial level.

5. The various research institutes are functioning in the Commission, independently for improving the working condition of the Commission. These institutes are training institutes at Dehradun. The reservoir studies institute at Ahmadabad and the safety and environment institute at Goa. The personnel member deals with the planning and evaluation of personnel policies, human resources management, training
and development, employees services and motivation, industrial relations, corporate planning and security. The member (P) also covers the following heads of activities:

1. Economics and statistics
2. Fire services
3. Development of Hindi language
4. Horticulture
5. Industrial relations
6. Industrial engineering
7. Interpretation cum translation
8. Legal activities
9. Library
10. Organisation and its management
11. Medical services
12. Personnel administration
13. Public and Administration, vigilance and
14. Security

The Commission's organisational structure is very up to date in relation to current challenges of the undertakings. The Commission has got excellent status among the other public sector undertakings in the country in regard to profitability and industrial harmony. Its excellent status or success is mainly the result of effective organisation, scientific structure and its aggressive role towards its objectives. In the Commission, clarity of the objectives, manpower development, centralisation and decentralisation, leadership style and obligation towards the society
are satisfactory. The Commission gives more attention towards the communication systems because this is the time of communication revolution in the world today. Time factor has become very important in the decision making process in oil industry because it requires quicker decisions due to risks of fire, cracks in pipelines, etc. "The Commission has already introduced super high tech, with high speed of computers, state-of-the art WAND (Wide Area Networks) and in house LANS (Local Area Networks). The LANS was installed in August 1989 at vasudhara Bhavan." The Commission has its own satellite communication system in the country for quick decision among the various work centres of the Commission and Headquarters.

But the Commission's organisational structure has suffered due to the following reasons:

1. The functional area are not defined to some extent.
2. Lack of vision, commitment and professionalism in the organisation.
3. The complexity is too much in the authority and responsibility of the executives.
4. Lack of workers participation in management.
5. Senior Government officials associated with Petroleum Ministry believe the O.N.G.C. has concentrated too much on the organisational structure and its image rather than its main objectives of exploration and production of crude oil.

So it is further suggested that to improve the organisational structure the functional areas should be clearly defined. The workers

1. DATTAQUEST, New Delhi, February 1990, p. 87.
participation in management should be introduced in the organisation to motivate of employees towards the organisation goals and objectives. Authority and responsibility of directors, the group general manager, the general manager and supervisors again should be clearly defined for minimisation of the complexity involved in it. More selected engineers and scientists should be sent to abroad for training and development in several critical areas such as below out, horizontal drilling and so on. The Commission's planning and policies should be more centralised at the administrative level and decentralised at managerial level as far as possible. The Commission should develop organisational culture of participative management for high morale and motivation of the employees through the use of the following steps in the organisation.

1. Full knowledge of the employees problems.
2. A faith in human effort for growth and development.
3. Respect for employees' dignity in the organisation.
4. Social acceptance of employees.
5. Trust and faithfull behaviour among fellow employees, specially towards junior colleagues.
6. Cultivation of formal as well as informal relationship among the employees.
7. Fair, friendly and firm handling of policies and programmes.
8. Tolerance for errors.
9. Recognition of work through the reward system.
10. Introduction of social bond with employees and participation in cultural and sport activities.
11. Development of professional and professionalism, competence culture.

12. Uniform of Common standards of conduct, behaviour and time management.

13. Leadership should be developed among the managers and executives through its training, because bold, honest and latent qualities of a leadership can be developed through it (training).

In brief, the Commission's personnel policy is covers four classes of its manpower i.e. class I employees, class II employees, class III employees and class IV employees. The Commission has also divided its manpower into three main branches, i.e., (1) Engineering (2) Geosciences and (3) Administrative and other supportive services. The Commission's personnel policy particularly deals with recruitment, selection, promotion and transfer, training, salary and pay administration, incentives and fringe benefits, welfare amenities such as housing, education and medical benefits, etc. The Commission has adopted the indirect method of recruitment such as promotion of employees already in the services of the Commission, and direct method of recruitment by issuing recruitment advertisement in daily newspapers and employment newspapers for fresh candidates. The commission also appoints candidates on deputation basis in the organisation by borrowing the services of persons from other Government undertakings. The Commission's personnel policy provides all special facilities to scheduled caste and scheduled tribes candidates in recruitment according to the reservation policy of the Government of India for SC/ST.
The newly appointed employees have to submit the certificate of age, character certificate, oath of allegiance, marriage declaration, medical report, attested copies of degrees/diplomas and educational qualifications certificates, home town declaration, experience certificate and certificate of SC/ST to the concerned authority. The Commission's criterion for promotion is both seniority and merit. The promotion of employees is decided by the promotion committee which is responsible for all activities of promotion in the Commission. Transfer of employees is decided by the Headquarters at Dehradun. The Commission has the power to transfer any employee at any time and to any working place of the Commission. The Commission follows the policy of posting both husband and wife at the same working station. Transfers are generally made at the time of commencement of the academic session of children. There is only one date of increment in the Commission which is 1st January in each year. O.N.G.C. has set up the Training and Executive Development Division at Dehradun. The Commission conducts the graduate training programmes, induction training programmes, refresher programmes, orientation and reorientation programmes, seminars/workshops and management development programmes for employees training in various fields. The Commission has introduced a suggestion scheme to its employees for high morale and motivation. This scheme provides incentive to employees for their correct decisions and suggestions for inventions and improvements in saving materials, labour, time and working conditions, safety and increased productivity. The Commission provides conveyance allowance to handicapped employees who generally require physical assistance for going and coming to their working place. The Commission provides
house rent allowance to those employees who do not get the housing facilities in the Commission's own colonies. The Commission also provides travelling allowance, dearness allowance, city compensatory allowance, drilling allowance, (for project employees only), operational allowance, trip allowance, hill compensatory allowance, winter allowance (at Dehradun only), hard duty allowance (only Bombay Offshore Project), tea allowance, gun allowance to guards, washing allowance, typing allowance, remote locality allowance and overtime allowance to its employees. The Commission provides financial incentives to its employees as incentive for higher qualifications such as profit sharing bonus ex-gratia, house building advance, car advance, motor cycle advance, scooter advance, moped advance, vicky advance, cycle advance, fan advance, liquified petroleum gas (LPG) advance and festival advance. The Commission grants casual leave, special casual leave, earned leave, half pay leave, leave not due, study leave, extra-ordinary leave, quarantine leave, accident and disability leave to its employees. The Commission provides medical facilities, transportation and education facilities to its employees and their children. Benevolent Fund Scheme and Provident Fund Scheme are functioning in the Commission to help employees for rainy days. Staff welfare committees are working at project level in the Commission. Canteen facilities are available at Headquarters and other working centres of the Commission and sports facilities are provided by the Commission to the employees and their children for the reputation of the organisation and sound health of the employees. Grievance Committees are functioning in all the projects of the Commission for resolving the grievances of the employees and management in the organisation. The Commission
grants penalties to its employees for guilt and misconduct. These penalties are in the form of censure, withholding of increments, withholding of promotion, postponing future increments of pay, compulsory retirement, dismissal from service and suspension. The Commission is promoting Hindi language as National Language in the organisation through various Hindi publications and incentives to those employees who are able to work in the Hindi language.

But the recruitment process of the Commission is faulty because it strictly emphasises the condition of first class or minimum 60 percent marks in degree classes. When the Commission conducts the written tests and interviews for the final selection of the candidate, this condition should not be so rigidly followed. So many good and brilliant candidates can not apply for employment in the Commission due to this restriction. The Commission should follow a dynamic and flexible recruitment policy and this first class condition should be removed from the personnel policy of the Commission. The Commission should fix maximum 55 percent marks in degree courses as the basic qualification or eligibility qualification to apply for a job in the Commission.

The personnel policy of the Commission does not take into account the workers participation in management in the organisation. It should be clearly included in the personnel policy of the Commission for evolving an open management and democratic culture in the organisation.

The Commission's personnel policy has divided its manpower into four classes, class I employees, class II employees, class III employees
and class IV employees. The Commission’s manpower is also divided into three main heads (group) as (1) Engineering, (2) Geosciences and (3) Administration and other supportive services. The main elements of the personnel policy of the Commission are manpower planning and development, recruitment, promotion and transfer, training, salary and wage structure, incentives and fringe benefits and welfare amenities such as housing, education of the employees’ children and medical benefits etc. The manpower planning in the Commission is practised with the criterion to develop its manpower in both quality and quantity to effectively meet the requirements and challenges of the organisation. Long term manpower planning like corporate plan, operative plan, work plan and annual work programmes is being fully practised in the Commission but strategic planning is not being implemented while this planning plays a very dynamic role in manpower development in any organisation. The Commission has an Advisory Council on Human Resources Development but it is not functioning satisfactorily in the organisation. The main aim of this council is to provide expert knowledge to the Commission’s chief executives for proper maintenance and development of its manpower in the organisation. Major variables affecting the career planning of manpower in Commission are individual variables and organisational variables. A four-stages-model is being practised in the Commission for career planning of manpower in the organisation. The four stages are (1) exploration stage (pre-recruitment stage), (2) early career stage, (3) mid career stage and (4) late career stage. At present the Commission has a balanced manpower (neither surplus nor shortage of manpower).
in the organisation, Direct recruitment method (promotion of employees already in service in the Commission) and indirect method of recruitment (fresh candidates) have been in full practice in the Commission. But borrowing the services of persons from the Central Government and other public sectors undertakings (on deputation basis) is not in practice in the Commission. The reservation policy for scheduled caste and scheduled Tribes is in full practice in the Commission for upliftment of these classes of people in the country. Promotion and transfer policy is practised satisfactorily in the Commission but there is a lack of uniformity in this policy which creates labour unrest in the organisation.

For the training of employees in the Commission, graduate training programmes, induction training programmes, orientation and reorientation programmes, seminar workshops and management development programmes have been in full practice for providing their latest techniques and methods and technologies to employees in the Commission. Induction training, functional training, development training, safety training, training on computerisation and communication, training on environment protection and apprenticeship training are full practised in the Commission but coaching is not arranged for the employees in the Commission. Computerised Communication in Public and Administration (P and A) is being practised at the Headquarters and other regional centres of the Commission, Decisions in relations to employees service matters are made only once a year. But the writing of performance appraisal reports is delayed because the executives do not give their self appraisal easily and timely to the reporting officers of the Commission. The suggestion scheme.
was introduced in the Commission in 1984 for employees' motivation but it has failed due to the lack of proper publicity and apathy of controlling officers of the Commission. The Commission provides to its employees dearness allowance, house rent allowance, travelling allowance, housing facilities in the Commission's Colonies, daily allowance, hill compensatory allowance, incentive for higher qualifications, incentive to promote family norms and profit sharing bonus ex gratia. But overtime allowance, winter allowance and city compensatory allowance are not provided in the Commission. The Commission provides financial assistance in the form of house building advance, car advance, scooter advance, motor cycle advance, Moped/Vicky advance, but the Commission does not provide proper cycle advance, fan advance, L.P.G. advance and festival advance to its employees. A benevolent fund scheme and group insurance scheme have been in full practice in the Commission. The Commission provides to its employees casual leave, special casual leave, half pay leave, commuted leave, leave not due, extraordinary leave, study leave and quarantine leave, all of these kinds of leave are in full practice in the Commission and employees are availing them easily for rest and other purposes. The Commission's medical policy for its employees is satisfactory. The children's education policies and facilities are very poor in the Commission due to lack of the Commission's own schools.

The Commission provides special facilities for the working place in Bombay and Assam but the working places in Calcutta are without these special facilities. Appeals Committees and Grievance Committees are not in full operation in the Commission which is demoralising to
the employees and reducing their productivity and efficiency of the organisation. The discipline policy against the guilty employees is not very strict, employees do not wear their proper uniforms issued by the Commission for them and are in the habit of loitering in working hours.

Again certain suggestions are given for further improvements, in personnel policy and its practices so that the employees' productivity and efficiency can be increased in the Commission.

1. Strategic planning for manpower should be introduced in the Commission to meet the future requirements, needs and challenges of the organisation.


3. A uniform personnel policy of promotion and transfer should be framed by the Commission for removing grievances of the different classes and work centres of the employees and achieve maximum labour productivity.

4. Coaching method of training of employees is not in full practice in the Commission. This method of training should be fully practised in the Commission.

5. The performance appraisal reporting is not satisfactory in the Commission because executives do not easily provide their self-appraisal to the reporting officers. The Commission should take disciplinary action against those executive who do not give their self-appraisal at the given time.
6. The suggestion scheme for the employees' motivation and recognition of their suggestion has failed in the Commission due to lack of proper publicity and apathy of the controlling officers of the Commission. This scheme should be circulated among the employees to remove apathy of the controlling officers of the Commission. Because this scheme will reduce waste of time, money, material, and services of employees in the commission and also provides incentives to the capable and efficient employees through prizes and awards.

7. The Commission should offer overtime allowance, winter allowance, and city compensatory allowance because there are provided in the personnel policies of the Commission but are not in full practice among the employees. It can create industrial unrest and low morale among the employees.

8. The children's education policies and facilities are very poor in the commission. A large number of employees are not satisfied with it because the Commission is not providing education to all children of the employees in its own central Kendriya Schools where only sourceful employees can get admission for their children.

So the Commission should open more Kendriya Schools for the employees' children so that they can get education in these schools easily and also admission in other schools.

9. Appeals Committees and Grievance Committees are not functioning satisfactorily in the Commission. This has create more and more differences among the employees and management. These committees should function
properly for resolving the grievances of the employees. These committees can function satisfactorily through timely meetings, quick decisions, fair firm and decision without being the partial to any party.

10. Discipline policy should be more strict because the tradition of loitering is in full practice in the Commission. Action should be taken against those employees who do not follow the policies and rules and regulations of the Commission in the organisation. Some employees did not wear their proper uniform which is issued by the Commission. It is an indication of the indiscipline of the employees of the Commission. So discipline should be maintained in the Commission on the criterior that discipline is commanded not demanded.

Class I, class II, class III and class IV categories of employees increased from 1980 to 1988 at the rate of about 305.95 percent, 100.76 percent, 37.41 percent and 12.44 percent respectively. The total employees increased from 1980 to 1988 at the rate of about 66.83 percent. 186 employees resigned while those removed from service were 13 employees during 1987-88. The maximum number of executives retired during 1987 i.e. 766. The Commission should make arrangement for the future requirement of executives through long term manpower planning. Manpower was 44000 while the production of crude oil and net profit were 27.90 million tonnes and Rs. 1505.36 crores respectively in 1987-88. During this year the growth rate of manpower, crude oil production and net profits were 1.50 percent, 0.17 percent and 1.43 percent respectively from its previous year (1986-87). The growth rate of manpower was highest in comparison to crude oil production and net profit too was
not adequate because the Commission policy of zero growth rate of manpower was not followed in the organisation. The Commission puts more emphasis on the training of its employees for smooth functioning of the organisation and reducing the cost of production and operation. The Commission provides training to its employees through the Institute of Management Development at Dehradun, Indian Institutes of Technology (IITs) and Indian Institutes of Management and Staff Training Institutes at Bombay and Assam. Around 4336 class III and class IV employees were trained by the Staff Training Institutes in 1987-88. The number of training programmes for executives training rose from 120 to 156 from 1983-84 to 1987-88. But the number of executives trained declined from 3793 executives to 2923 executives from 1983-84 to 1987-88. It indicates that the training programmes of the Commission have failed in provide training to executives in the organisation. The total expenditure on welfare was Rs. 11.91 crores in 1981 while it rose to Rs. 65.96 crores in 1987 but it was less than the expenditure in the previous year (1986), i.e., Rs. 67.76 crores. The Bombay has had the highest number of houses from 1983 to 1988 in the Commission's working centres. Bombay had 1081 houses in 1983 and 2535 houses in 1988. The Commission had 8,844 houses in 1988. The number of its own houses/much less in comparison to its total number of employees, i.e., 44000. The major problem faced in this regard is the non-availability of large tracts of land and lack of funds. The percentage of satisfaction in housing is very poor in the Commission. In 1988 the total percentage of satisfaction in housing was 23.96 percent but after completion of houses under construction in 1989 it will become about 32.99 percent. Only 33 percent of
employees are availing themselves of the housing facilities in the Commission owned colonies and other employees are taking houses on rent and the Commission pays them house rent allowance but this trend is proving costly for the Commission.

The car advance and motor cycle/scooter/moped advance were Rs. 392 lakhs and Rs. 399 lakhs in 1986-87 while the car advance and motor cycle/scooter/moped advance were Rs. 747.04 lakh and Rs. 298.86 lakh in 1987-88. The car advance increased from 1986-87 to 1987-88 at the rate of about 90.57 percent while the motor cycle/scooter/moped advance was reduced at the rate of about 25.09 percent. The reduction in motor cycle, scooter and moped advance is not satisfactory because class III and class IV employees are demoralised from this act of reduction from the previous year and automatically less number of these categories of employees have availed themselves of this conveyance facility of advance for it. The cost of education of employees' children declined from Rs. 226 lakh in 1986-87 to Rs. 190 lakh in 1987-88. During 1987-88 it rose to Rs. 205 lakh at the rate of about 7.98 percent from the previous year 1986-1987. The Commission provides 4 months accommodation facilities after retirement of its employees, medical facilities in commission's clinics for 3 months after retirement, medical facilities are provided for full life on some contributory basis to the employees, and merit scholarships to retired employees' children are given till the end of the academic session. At present (1987-88) the Commission has 70 handicapped employees among the total 44,000 employees in the organisation. It is observed from that the Commission is making contribution towards
the welfare of the handicapped people by providing them employment opportunities in the organisation. There are 70 handicapped employees in the organisation, the number is very nominal in comparison to the total 44000 employees in the organisation. The percentage of handicapped employees to total employees is only 0.16 percent in the organisation. The total trees planted were 116095 while survived trees were 79119 in 1987-88 in the Commission. The survived trees were 64.43 percent of the total trees planted during the year. The total expenditure incurred on it was Rs.12,71,660/-. Tree plantation in Bombay Regional Business Centre is very costly because it expended Rs. 5,13,463/- for plantation of 2000 trees while the survived trees were only 1105, so the per tree survival cost was bout Rs. 464.67/-. The trees plantation policy of the commission is very costly and it is a wasteful expenditure in the name of achieving the environment protection objectives of the Commission.

The Commission's personnel policy believes in the socio-economic development of the Scheduled Castes (SC) and Scheduled Tribes (ST) people through the reservation policy in recruitment and other facilities in employment like promotion and training etc. The total strength of SC/ST employees was 6094 in 1988. It indicates that the Commission follows the reservation policy in recruitment and selection of SC/ST people in the organisation.

The bonus rate was 4.0 percent in 1965-66 and it rose to 20 percent in 1975-76. It came down to 15.77 percent in 1976-77. Again it rose to 20.0 percent in 1977-78 and also stagnated at 20 percent till 1986-87. This rate of stagnation of 20 percent bonus has created
disharmony and dissatisfaction among the employees of the Commission. The Safety and Environment Management Institute has taken up the collection and analysis of accident data for knowing the root causes of the accident. The Commission has set up an Institute of Petroleum Safety and Environment Management at Goa. The aim of this institute is to improve the standards of safety and environment protection in the O.N.G.C. by providing appropriate safety training and safety literature, etc. But the Commission has failed in preventing accidents and safety measures in Assam and Tripura working areas where several fatal accidents of the local people have taken place due to the negligence of the safety officers of the Commission. The Commission's environment protection objective has also failed in these areas. It has created water pollution and destroyed or damaged the paddy crops in Assam and Tripura. The Commission's vigilance department is headed by a chief of security and vigilance offices. The main objective of this department is to check or minimise corruption in the Commission. But this department has failed in check to corruption in the Commission because several cases of corruption have been reported in the Commission. The Central Bureau of Investigation (CBI) has registered a case against the general manager (finance) Mr. N. Krishnamurthy, the general manager (administration) Mr. B. Sachdev and the deputy director (administration) Mr. K. Rama Rao of the Commission for allegedly misleading higher officials and causing a loss of about Rs. 59 lakhs to the Commission in 1987.¹ Perhaps this is the first time that CBI has filed a case against such high officials

¹ The Times of India, New Delhi, Feb. 20, 1987, p. 8.
of O.N.G.C. During 1988 the Controller and Auditor General of India (CAG) report pointed out five specific cases of undue benefits and avoidable payments totalling Rs. 10.18 crores to contractors by O.N.G.C. during the period from 1982 to 1985.\(^1\) The latest case of corruption reported in 1989 is regarding payment to Jyotsna Holdings Private Ltd. by Sumitomo Corporation of Japan for the contracts with the Commission.\(^2\) The total theft cases were 232 in 1986-87 while they were 208 in 1987-88. It indicates that the theft cases declined from 1986-87 to 1987-88. Convicted and acquitted cases increased from 1986-87 to 1987-88. It is due to failure of security measures of the Commission, Security measures should be more strict and conscious in this regard. The service-matter-disputed cases in pending increased from 290 to 304 during the period from 1.4.1987 to 31.3.1988. The Commission's is not quick in taking decisions in such cases. This demoralises the employees due to uncertainty about results of their long-standing demands. The Commission has made full efforts for the development and use of Hindi language as National language of the country in the organisation. Approximately 66 percent of the Commission employees have the ability to work in Hindi language while performing their jobs in the Commission. The Commission donated Rs. 27,36,200 in 1986-87 to various social organisations and institutions for social services like development of education, help of ex-serviceman, and Chief Minister's Relief Fund, etc.

The Commission officers (executives) were not satisfied with their jobs for reasons given below in table No. 1.

### Table 1

**Percentage of Officers Satisfied with their Job**

<table>
<thead>
<tr>
<th>Factors</th>
<th>% of satisfied Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Overall job satisfaction</td>
<td>44%</td>
</tr>
<tr>
<td>2. Growth considering your age, qualifications and experience</td>
<td>32%</td>
</tr>
<tr>
<td>3. Opportunities for self development</td>
<td>44%</td>
</tr>
<tr>
<td>4. Skilled development</td>
<td>24%</td>
</tr>
<tr>
<td>5. Utilisation of technical skills</td>
<td>34%</td>
</tr>
<tr>
<td>6. Training for role and task</td>
<td>20%</td>
</tr>
<tr>
<td>7. Compensation and reward systems</td>
<td>31%</td>
</tr>
</tbody>
</table>


The percentage of officers having overall job satisfaction was 44 percent. The officers satisfied with their age, qualifications and experience were 32 percent. 44 percent officers were satisfied with opportunities for self development provided by the Commission. The officers with skill development, utilisation of technical skills and training for role and task were 24 percent, 34 percent and 20 percent respectively. 31 percent officers were satisfied with the compensation and reward system of the Commission. It indicates that the overall percentage of officers' satisfaction in the above factors was not satisfactory due to the weakness of the personnel policy and its inadequate practice in the organisation. But the industrial relations continued to be very
cordial during 1986-87. The 653 maids were lost in 1986-87 in the Commission due to industrial unrest which is quite nominal looking at the total employment position and complex nature of activities of the Commission.

Again certain suggestions are given below for improvement in the personnel policy of the Commission and improve the working conditions of the employees:

1. It is suggested to have control on resignation of employees, because 186 employees resigned during 1987-88. This number of resignations shows the brain-drain of scientists, engineers and managers from the Commission to other developed countries. So the Commission should enforce a bond for a fixed period at the time of appointment and resignation should be considered a disqualification for a job in a foreign country.

2. The maximum number of executives will retire during 1998 i.e. 766, so the Commission should make strategic planning to fill up this gap in the organisation.

3. The growth rate of manpower was highest in comparison to crude oil production and profit, which is not suitable and did not follow the Commissions zero growth rate of manpower policy in the organisation. So the Commission should minimise the growth rate of manpower because this is a time of automation, otherwise the organisation will have over-staffing of manpower.

4. The training programmes of the Commission have failed because
the number of executives trained declined from 3793 executives to 2923 executives from 1983-84 to 1987-88 while the number of training programmes for executives rose from 120 to 156 for the same period. The Commission should again reform its training institutes and training departments to improve their training capacity and to achieve maximum number as far as possible.

5. The percentage of satisfaction in housing is very poor in the Commission, only 33 percent employees are availing themselves of the housing facilities in the Commission's own houses, and other employees are taking houses on rent. The Commission pays the house rent allowance to those employees who do not get accommodation in the Commission's colonies, but this trend is proving very costly for the Commission. The shortage of housing in the Commission is due to the non-availability of large tracts of land and lack of funds. If the Commission makes arrangement of land and maximum funds with help from the Government, it will be profitable in the long run as it would mean less expenditure on rent allowances and would create permanent assets for the organisation.

6. The tree plantation policy of the Commission is very costly and it is a wasteful expenditure in the name of the environment protection objective of the Commission, because the total expenditure incurred on it was Rs. 12,71,660/- in 1987-88. The Commission should avoid this type of unproductive expenditure.

7. The bonus policy of the Commission too is not satisfactory, because the 20 percent bonus rate was fixed for the period from 1977-1988. This stagnation of bonus creates disharmony and dissatisfaction among
the employees. So the Commission should again review this bonus rate for maintaining industrial harmony in the organisation. The Commission should revise this rate keeping in views the organisation's profitability and future needs of the employees.

8. The Commission's safety measures have failed in preventing accidents and environment protection in Assam and Tripura working fields because several fatal accidents of local people have happened due to the negligency of safety officers. The Commission should take strict disciplinary action against negligent safety officers. These fatal accidents affecting local people have resulted due to failure of the safety officers to give prior information when using dynamite in exploration.

9. The Commission's vigilance department has failed in checking corruption in the organisation because various scandals and frauds cases have been committed by the engineers, general managers and other executives in the Commission. The Commission should make proper arrangement for checking corruption in the organisation. The Commission should take immediate action against those employees who are involved in any fraud case such as removing them from the services of the Commission, or asking them to return the amount earned by illegal means, and disqualifying them for promotion or for getting job in any other public sector undertaking in the country.

10. The areas identified for improvement are overall job satisfaction, growth considering age, qualifications and experience, opportunities for self-development and skill development, utilisation of technical skills, training for role and task and compensation and reward system of the
Commission because a large number of officers have been dissatisfied with these areas or factors. The Commission should review its policy regarding these areas for improving efficiency and productivity of the officers in the organisation.

11. Mr. S.D. SHARMA, Chief Engineer Drilling at Dehradun has given a suggestion.

The pension scheme needs to be introduced. The scheme is presently under consideration. "But this long drawn demand of O.N.G.C. employees for pension may not be accepted in near future because the Union Petroleum and Chemical Minister, Mr. M.S. Gurupadswami said on 26 Feb. 1990 at Dehradun, that the Pension was not on his priority list now, the O.N.G.C. employees would, however, get pension whenever the Government took decision for the entire public sector".¹

12. Mr. RANGARAJAN, Chief Engineer (M) Head INDEG at Dehradun has given the following suggestions for improvement of personnel policies.

a) P and A regulation needs drastic revision.

b) Transfer policy needs implementation.

c) Promotion policy needs drastic re-evaluation and rationalisation.

d) Suggestion scheme needs heavy strengthening.

e) Wage revision of officers is over due.

f) Office facility and environment of work place needs review and revitalisation.

¹ The Hindu, Madras, Feb. 28, 1990 p. 3.
13. There is a lack of a research unit exclusively to deal with personnel problems in the Commission. The personnel department should have a regular research cell in the Commission. This research cell can be helpful in solving the new personnel problems in the organisation.

14. The formation of joint consultation committees is more important because it can raise the high morale of the employees. But there is a lack of Canteen Managing Committee, Accommodation Advisory Committee, Workers Amenities Fund Committee and School Advisory Committee in the Commission. So these Committees should be formed in the Commission for raising the high morale and increasing the productivity of the personnel in the Commission.

15. There is greater Government involvement in human resources practices such as various laws in connection with employment, security and safety, and increasing complexity in the organisation. Again the Commission should re-examine its Human Resource Management Policies and practices and develop a new H.R.M. policy.

The new Human Resources Management policy should be framed on the basis of a division of the main H.R.M. (or old H.R.M. policy) into four sub H.R.M. policies such as (1) Employees influence (2) Human Resource Supply and development (3) Reward systems and (4) Work systems. Employees influence sub-system of H.R.M. policy should include pay, working conditions, career progression and employment security, etc. Human resource supply and development sub-system of main H.R.M. policy include recruitment, selection, promotion, transfer and termination decisions of the organisation.
The reward systems include all financial, non-financial incentives and extrinsic and intrinsic rewards. The work sub-system of main H.R.M. policy includes all the activities or factors of arranging people, information, activities and technology. The four H.R.M. policy sub-systems should work in a unified manner rather than in a disjoined manner. This type of H.R.M. policy will cover all the areas of the human resource development easily without any delay and fully cover all factors which are involved in this policy.