CHAPTER - IV

WORKER-MANAGEMENT RELATIONSHIP
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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.


“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 varely distinct 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 along with 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 contractual 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**

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

**Table - 4.2**

**Associations in ERBC**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name</th>
<th>Recog./non Recog.</th>
<th>Affiliated to</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Association of Scientific and Technical Officers(ASTO)</td>
<td>Recognised</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>All India SC/ST Employee's Welfare Association.</td>
<td>Recognised</td>
<td>-</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Unions/Associations</th>
<th>With Regional Mangement</th>
<th>With visiting CMD/Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>ONGC Workers’ Association</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>2.</td>
<td>ASTO,SBS/NZR Unit</td>
<td>10</td>
<td>30</td>
</tr>
<tr>
<td>3.</td>
<td>All India SC/ST Employees’ Welfare Association.</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>4.</td>
<td>ONGC Purbanchal Employees Association</td>
<td>5</td>
<td>10</td>
</tr>
</tbody>
</table>
Table - 4.4

Mandays Loss

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

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 programmes, 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:

<table>
<thead>
<tr>
<th>Gradation of Retired Employees</th>
<th>Rate of lump-sum contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-5 and above</td>
<td>Rs. 5,000.00</td>
</tr>
<tr>
<td>E-3 and E-4</td>
<td>Rs. 4,000.00</td>
</tr>
<tr>
<td>E-0 to E-1</td>
<td>Rs. 3,000.00</td>
</tr>
<tr>
<td>Class - III</td>
<td>Rs. 2,000.00</td>
</tr>
<tr>
<td>Class - IV</td>
<td>Rs. 1,500.00</td>
</tr>
</tbody>
</table>
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 tackling 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 training 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 trainings 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

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1983-84</td>
<td>1231</td>
</tr>
<tr>
<td>1984-85</td>
<td>2313</td>
</tr>
<tr>
<td>1985-86</td>
<td>2497</td>
</tr>
<tr>
<td>1986-87</td>
<td>1090</td>
</tr>
<tr>
<td>1987-88</td>
<td>1489</td>
</tr>
<tr>
<td>1988-89</td>
<td>1539</td>
</tr>
<tr>
<td>1989-90</td>
<td>1957</td>
</tr>
<tr>
<td>1990-91</td>
<td>2752</td>
</tr>
<tr>
<td>1991-92</td>
<td>3043</td>
</tr>
<tr>
<td>1992-93</td>
<td>5052</td>
</tr>
<tr>
<td>1993-94</td>
<td>5050</td>
</tr>
</tbody>
</table>
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 - 80% of the cost of meals
Central workshop, Sibsagar,
LPG Plant, Uran, Hazira and Nhava Project.

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 Workmens’ 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:

<table>
<thead>
<tr>
<th>Category</th>
<th>Normal Environment</th>
<th>Hydrogen Sulphide Gas (H$_2$S) Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class - I</td>
<td>Rs. 4.00 lakhs</td>
<td>Rs. 8.00 lakhs</td>
</tr>
<tr>
<td>Class - II</td>
<td>Rs. 2.00 lakhs</td>
<td>Rs. 4.00 lakhs</td>
</tr>
<tr>
<td>Class - III</td>
<td>Rs. 1.60 lakhs</td>
<td>Rs. 3.20 lakhs.</td>
</tr>
<tr>
<td>Class - IV</td>
<td>Rs. 1.20 lakhs</td>
<td>Rs. 2.40 lakhs.</td>
</tr>
</tbody>
</table>

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 bottlenecks 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:

<table>
<thead>
<tr>
<th></th>
<th>By Employees</th>
<th>By ONGC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>Rs. 260.00 P.M.</td>
<td>Matching contribution</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>Rs. 130.00 P.M.</td>
<td>by the corporation.</td>
</tr>
</tbody>
</table>

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 organisations. Also within the corporation, ONGC Sports Promotion Board has been set up along with Regional Sports Councils at headquarter 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 maintenance 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 then 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 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 eyar - 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.

<table>
<thead>
<tr>
<th>Projects</th>
<th>SC Plan</th>
<th>ST Plan</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DVP, Jorhat</td>
<td>Rs. 77,355/-</td>
<td>Rs. 84,645/-</td>
<td>Rs. 1,62,000/-</td>
</tr>
<tr>
<td>GSD, Jorhat</td>
<td>Rs. 60,165/-</td>
<td>Rs. 65,835/-</td>
<td>Rs. 1,26,000/-</td>
</tr>
<tr>
<td>Cachar</td>
<td>Rs. 88,815/-</td>
<td>Rs. 97,185/-</td>
<td>Rs. 1,86,000/-</td>
</tr>
<tr>
<td>Upper Assam</td>
<td>Rs. 3,46,665/-</td>
<td>Rs. 3,79,335/-</td>
<td>Rs. 7,26,000/-</td>
</tr>
<tr>
<td>Total</td>
<td>Rs. 5,73,000/-</td>
<td>Rs. 6,27,000/-</td>
<td>Rs. 12,00,000/-</td>
</tr>
</tbody>
</table>

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, originally 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:

<table>
<thead>
<tr>
<th>Type</th>
<th>Value</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class - A</td>
<td>Rs. 1,000/-</td>
<td>2</td>
</tr>
<tr>
<td>Class - B</td>
<td>Rs. 5,00/-</td>
<td>3</td>
</tr>
<tr>
<td>Class - C</td>
<td>Rs. 2,50/-</td>
<td>5</td>
</tr>
</tbody>
</table>

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:

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 housebuilding 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 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 qualifications 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 amongst 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 conductive 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 privileges 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 grievances 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-violance 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, carpentary, masonary, 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

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Means of conveyance</th>
<th>Number of workers</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>On foot</td>
<td>5</td>
<td>3.33</td>
</tr>
<tr>
<td>2.</td>
<td>Bicycle</td>
<td>13</td>
<td>8.67</td>
</tr>
<tr>
<td>3.</td>
<td>Car</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4.</td>
<td>Bus</td>
<td>83</td>
<td>55.33</td>
</tr>
<tr>
<td>5.</td>
<td>Jeep</td>
<td>19</td>
<td>12.67</td>
</tr>
<tr>
<td>6.</td>
<td>Not definite</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>7.</td>
<td>Not stated</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Reasons for leaving previous jobs</th>
<th>Numbers of workers</th>
<th>Percentage endorsing each factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Low pay</td>
<td>32</td>
<td>34.41</td>
</tr>
<tr>
<td>2.</td>
<td>Bad treatment</td>
<td>16</td>
<td>17.20</td>
</tr>
<tr>
<td>3.</td>
<td>No chance for progress.</td>
<td>45</td>
<td>48.39</td>
</tr>
<tr>
<td>4.</td>
<td>Other reasons</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>93</td>
<td>100</td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Reasons for absenteeism of the workers</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Nature of job as heavy/hard/monotonous/dirty etc.</td>
<td>2</td>
</tr>
<tr>
<td>2.</td>
<td>Sickness own/family</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>Other family troubles</td>
<td>6</td>
</tr>
<tr>
<td>4.</td>
<td>Engaged in part time business</td>
<td>5</td>
</tr>
<tr>
<td>5.</td>
<td>Social and religious causes</td>
<td>7</td>
</tr>
<tr>
<td>6.</td>
<td>Indebtedness</td>
<td>-</td>
</tr>
<tr>
<td>7.</td>
<td>Personal habits</td>
<td>3</td>
</tr>
<tr>
<td>8.</td>
<td>Engaged in agricultural work</td>
<td>21</td>
</tr>
<tr>
<td>9.</td>
<td>Any other reasons</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>50</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Opinion about the influence of trade union leaders</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>A.1</td>
<td>Little</td>
<td>16</td>
</tr>
<tr>
<td>2.</td>
<td>Much</td>
<td>34</td>
</tr>
<tr>
<td>B.1</td>
<td>Good</td>
<td>31</td>
</tr>
<tr>
<td>.2</td>
<td>Bad</td>
<td>19</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Opinion about the trade union leaders</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>A. 1.</td>
<td>Sincere</td>
<td>46</td>
</tr>
<tr>
<td>2.</td>
<td>Insincere</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Selfish</td>
<td>4</td>
</tr>
<tr>
<td>B. 1.</td>
<td>Popular</td>
<td>43</td>
</tr>
<tr>
<td>2.</td>
<td>Unpopular</td>
<td>7</td>
</tr>
<tr>
<td>C. 1.</td>
<td>Capable</td>
<td>41</td>
</tr>
<tr>
<td>2.</td>
<td>Incapable</td>
<td>9</td>
</tr>
</tbody>
</table>
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 opinions that the trade union leaders are incapable.

Table - 4.11

Workers opinion about the trade union leaders

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Opinion about the trade union leader</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>A. 1.</td>
<td>Sincere</td>
<td>67</td>
</tr>
<tr>
<td>2.</td>
<td>Insincere</td>
<td>62</td>
</tr>
<tr>
<td>3.</td>
<td>Selfish</td>
<td>21</td>
</tr>
<tr>
<td>B. 1.</td>
<td>Popular</td>
<td>61</td>
</tr>
<tr>
<td>2.</td>
<td>Unpopular</td>
<td>89</td>
</tr>
<tr>
<td>C. 1.</td>
<td>Capable</td>
<td>57</td>
</tr>
<tr>
<td>2.</td>
<td>Incapable</td>
<td>93</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. 1.</td>
<td>44.67</td>
</tr>
<tr>
<td>2.</td>
<td>41.33</td>
</tr>
<tr>
<td>3.</td>
<td>14</td>
</tr>
<tr>
<td>B. 1.</td>
<td>40.67</td>
</tr>
<tr>
<td>2.</td>
<td>59.33</td>
</tr>
<tr>
<td>C. 1.</td>
<td>38</td>
</tr>
<tr>
<td>2.</td>
<td>62</td>
</tr>
</tbody>
</table>

It was found from the table 4.11 that 67(44.67%) numbers of workers opinions 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

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the Union/Association</th>
<th>Workers Nos.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>ONGC Worker’s Association</td>
<td>89</td>
<td>59.33</td>
</tr>
<tr>
<td>2.</td>
<td>ONGC Purbanchal Employees Association</td>
<td>61</td>
<td>40.66</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

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 participates 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 Purbaanchal 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**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Main factors responsible for success</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Solidarity of workers</td>
<td>56</td>
</tr>
<tr>
<td>2.</td>
<td>Justified demand</td>
<td>38</td>
</tr>
<tr>
<td>3.</td>
<td>Capable union leadership</td>
<td>37</td>
</tr>
<tr>
<td>4.</td>
<td>Cooperative management</td>
<td>16</td>
</tr>
<tr>
<td>5.</td>
<td>Others</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>150</td>
</tr>
</tbody>
</table>
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 enthusiasm... 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 Polities, 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 contigent 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 installatiaons 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 sucessful 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

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Attitude/opinion about strikes</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>I do not believe that going on strike could ever benefit me, and I would not do so under any conditions.</td>
<td>2</td>
</tr>
<tr>
<td>2.</td>
<td>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</td>
<td>73</td>
</tr>
<tr>
<td>3.</td>
<td>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</td>
<td>28</td>
</tr>
<tr>
<td>4.</td>
<td>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</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td></td>
<td>150</td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>To whom you first place your grievances</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Direct to the supervisor</td>
<td>123</td>
</tr>
<tr>
<td>2.</td>
<td>Through work committee</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Through union</td>
<td>27</td>
</tr>
<tr>
<td>4.</td>
<td>Through Outsiders</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>

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 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

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 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 sitting 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 woman/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**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Working Conditions</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Excellent</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>Good</td>
<td>85</td>
</tr>
<tr>
<td>3.</td>
<td>Fair</td>
<td>53</td>
</tr>
<tr>
<td>4.</td>
<td>Poor</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Relations between workers and their juniors</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Very cordial</td>
<td>24</td>
</tr>
<tr>
<td>2.</td>
<td>Cordial</td>
<td>123</td>
</tr>
<tr>
<td>3.</td>
<td>Do not care</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Relations between workers and their immediate superior</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Very good</td>
<td>53</td>
</tr>
<tr>
<td>2.</td>
<td>Good</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

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*

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Nature of Supervisor</th>
<th>Workers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
<td>%</td>
</tr>
<tr>
<td>1.</td>
<td>Strict</td>
<td>26</td>
<td>17.33</td>
</tr>
<tr>
<td>2.</td>
<td>Lenient</td>
<td>38</td>
<td>25.33</td>
</tr>
<tr>
<td>3</td>
<td>Amiable/friendly</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>4.</td>
<td>Honest</td>
<td>13</td>
<td>8.67</td>
</tr>
<tr>
<td>5.</td>
<td>Helpful</td>
<td>31</td>
<td>20.67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Workers difficulties</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Promotions are not satisfactory</td>
<td>6</td>
</tr>
<tr>
<td>2.</td>
<td>Want to go from this place</td>
<td>12</td>
</tr>
<tr>
<td>3.</td>
<td>Hard work, too much responsibility, stress, pressure</td>
<td>14</td>
</tr>
<tr>
<td>4.</td>
<td>Long working hours</td>
<td>3</td>
</tr>
<tr>
<td>5.</td>
<td>It doesn't need much skill</td>
<td>16</td>
</tr>
<tr>
<td>6.</td>
<td>I feel that I can do a better job than this</td>
<td>7</td>
</tr>
<tr>
<td>7.</td>
<td>Feel sick of it</td>
<td>5</td>
</tr>
<tr>
<td>8.</td>
<td>Unsatisfactory physical conditions</td>
<td>12</td>
</tr>
<tr>
<td>9.</td>
<td>Non-availability of tools, equipment, machines</td>
<td>21</td>
</tr>
<tr>
<td>10.</td>
<td>Monotony of work</td>
<td>15</td>
</tr>
<tr>
<td>11.</td>
<td>No difficulties</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>
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 (6 a.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.**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Frequency of conversation/talk of the workers with the workmates</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>A good deal</td>
<td>53</td>
</tr>
<tr>
<td>2.</td>
<td>Just now and then</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>

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 outsides 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.
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 on.

Table-4.23 gives the result of the survey about workers’ interaction with their workmates’ family members:

Table - 4.23

Social interaction among the families of workmates.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Social interaction among the families of the workmates</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Very good</td>
<td>74</td>
</tr>
<tr>
<td>2.</td>
<td>Good</td>
<td>55</td>
</tr>
<tr>
<td>3.</td>
<td>Nominal</td>
<td>17</td>
</tr>
<tr>
<td>4.</td>
<td>Not at all</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>150</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Frequencies</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Once a month</td>
<td>5</td>
</tr>
<tr>
<td>2.</td>
<td>Once in six months</td>
<td>14</td>
</tr>
<tr>
<td>3.</td>
<td>Once a year</td>
<td>28</td>
</tr>
<tr>
<td>4.</td>
<td>Very seldom</td>
<td>3</td>
</tr>
<tr>
<td>5.</td>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>
Table - 4.25

Workers view about the frequencies of workers or workers and staff meet together for sports, feasts, entertainment

<table>
<thead>
<tr>
<th>Sl No.</th>
<th>Frequencies</th>
<th>Workers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
<td>%</td>
</tr>
<tr>
<td>1.</td>
<td>Once a week</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>2.</td>
<td>Once a month</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>3.</td>
<td>Once in six months</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>4.</td>
<td>Once a year</td>
<td>87</td>
<td>58</td>
</tr>
<tr>
<td>5.</td>
<td>Very seldom</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Types of recreation</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Reading</td>
<td>18</td>
</tr>
<tr>
<td>2.</td>
<td>Listening to music</td>
<td>29</td>
</tr>
<tr>
<td>3.</td>
<td>Visiting friends</td>
<td>57</td>
</tr>
<tr>
<td>4.</td>
<td>T.V. watching</td>
<td>73</td>
</tr>
<tr>
<td>5.</td>
<td>Going for cinema</td>
<td>41</td>
</tr>
<tr>
<td>6.</td>
<td>Others</td>
<td>79</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Worker’s aspiration for their childrens’ education</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>Technical qualification: Bachelor degree and above</td>
<td>31</td>
</tr>
<tr>
<td>2.</td>
<td>Technical qualification: Diploma and certificate course.</td>
<td>59</td>
</tr>
<tr>
<td>3.</td>
<td>General post graduate and above</td>
<td>9</td>
</tr>
<tr>
<td>4.</td>
<td>Graduate</td>
<td>15</td>
</tr>
<tr>
<td>5.</td>
<td>Computer education which includes MCA and other courses</td>
<td>19</td>
</tr>
<tr>
<td>6.</td>
<td>MBA, CA, CS etc.</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Highest job which the workers can obtain in the industry</th>
<th>Eligibility for promotion to the highest job of different numbers of workers with experience in years</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>W - VII</td>
<td>After 0 - 10 yrs After 10-20 yrs After 20-30 yrs After 30-40 yrs</td>
</tr>
<tr>
<td>2.</td>
<td>A - I</td>
<td>3 - - - 31</td>
</tr>
<tr>
<td>3.</td>
<td>S- III</td>
<td>- - - 29</td>
</tr>
<tr>
<td>4.</td>
<td>S- IV</td>
<td>- - - 42</td>
</tr>
<tr>
<td>5.</td>
<td>EO</td>
<td>- - - 4</td>
</tr>
<tr>
<td>6.</td>
<td>E - 1</td>
<td>- - - 5</td>
</tr>
<tr>
<td>7.</td>
<td>E - 2</td>
<td>- - - 6</td>
</tr>
<tr>
<td>8.</td>
<td>E - 3</td>
<td>- - - 7</td>
</tr>
<tr>
<td>9.</td>
<td>E - 4</td>
<td>- - - 2</td>
</tr>
<tr>
<td>10.</td>
<td>E - 4 and above</td>
<td>- - 6 -</td>
</tr>
</tbody>
</table>


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

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>The best occupation according to workers choice</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
</tr>
<tr>
<td>1.</td>
<td>P &amp; A officer</td>
<td>21</td>
</tr>
<tr>
<td>2.</td>
<td>F &amp; A officer</td>
<td>6</td>
</tr>
<tr>
<td>3.</td>
<td>Engineer</td>
<td>53</td>
</tr>
<tr>
<td>4.</td>
<td>Chemist</td>
<td>7</td>
</tr>
<tr>
<td>5.</td>
<td>Geologist</td>
<td>9</td>
</tr>
<tr>
<td>6.</td>
<td>Geophysicist</td>
<td>2</td>
</tr>
<tr>
<td>7.</td>
<td>Fire officer</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>E &amp; T officers</td>
<td>3</td>
</tr>
<tr>
<td>9.</td>
<td>E &amp; S officers</td>
<td>4</td>
</tr>
<tr>
<td>10.</td>
<td>Same job</td>
<td>25</td>
</tr>
<tr>
<td>11.</td>
<td>Doctor</td>
<td>8</td>
</tr>
<tr>
<td>12.</td>
<td>Security officer</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>P &amp; A officer</td>
<td>14</td>
</tr>
<tr>
<td>F &amp; A officer</td>
<td>4</td>
</tr>
<tr>
<td>Engineer</td>
<td>35.33</td>
</tr>
<tr>
<td>Chemist</td>
<td>4.67</td>
</tr>
<tr>
<td>Geologist</td>
<td>6</td>
</tr>
<tr>
<td>Geophysicist</td>
<td>1.33</td>
</tr>
<tr>
<td>Fire officer</td>
<td>0.67</td>
</tr>
<tr>
<td>E &amp; T officers</td>
<td>2</td>
</tr>
<tr>
<td>E &amp; S officers</td>
<td>2.67</td>
</tr>
<tr>
<td>Same job</td>
<td>16.67</td>
</tr>
<tr>
<td>Doctor</td>
<td>5.33</td>
</tr>
<tr>
<td>Security officer</td>
<td>7.33</td>
</tr>
</tbody>
</table>

Total 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**

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Reasons for choosing the occupation</th>
<th>Workers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Better status and prestige</td>
<td>21</td>
<td>14</td>
</tr>
<tr>
<td>2.</td>
<td>Better chances of promotion</td>
<td>7</td>
<td>4.67</td>
</tr>
<tr>
<td>3.</td>
<td>Greater job security</td>
<td>59</td>
<td>39.33</td>
</tr>
<tr>
<td>4.</td>
<td>Better scale of pay and other monetary incentives</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>5.</td>
<td>Good service conditions</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>6.</td>
<td>Good welfare facilities</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>7.</td>
<td>Others</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Reasons for advising others for joining ONGC</th>
<th>Workers Nos.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Better status and prestige</td>
<td>5</td>
<td>3.33</td>
</tr>
<tr>
<td>2.</td>
<td>Cooperation from management</td>
<td>7</td>
<td>4.67</td>
</tr>
<tr>
<td>3.</td>
<td>Redressal of grievances</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4.</td>
<td>Better chances of promotions</td>
<td>4</td>
<td>2.67</td>
</tr>
<tr>
<td>5.</td>
<td>Greater job security</td>
<td>43</td>
<td>28.67</td>
</tr>
<tr>
<td>6.</td>
<td>Better scales of pay</td>
<td>23</td>
<td>15.33</td>
</tr>
<tr>
<td>7.</td>
<td>Greater opportunities for use of skill</td>
<td>21</td>
<td>14</td>
</tr>
<tr>
<td>8.</td>
<td>Good working conditions</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>9.</td>
<td>Good workers-management relations</td>
<td>23</td>
<td>15.33</td>
</tr>
<tr>
<td>10.</td>
<td>Good monetary incentives</td>
<td>29</td>
<td>19.33</td>
</tr>
<tr>
<td>11.</td>
<td>Good service conditions</td>
<td>29</td>
<td>19.33</td>
</tr>
<tr>
<td>12.</td>
<td>Good welfare facilities</td>
<td>21</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

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, it's 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 system. 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 there 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.