CHAPTER - VI
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In the words of Arensberg and Barkin (1957:114) "Management involves a combination of persuasion and the exercise of authority. It has to operate within a context that is perceived as involving both conflicting and parallel interests. Authority that rests solely or largely on sanctions is inadequate to the tasks of management, for the sanctions do not all lie on one side of the employment relation and the employee has many means of defending himself from the manager's attempt to enforce his authority". They further state that the managerial authority may seek its second support in the mechanism of legitimacy. But this support extends only to the limits of the employees' acceptance of legitimacy. If authority is to extend beyond these limits, it must depend on other mechanisms—upon social approval and on confidence.

The concept of industrial research is relatively new, dating only from the beginning of 19th century and then it has developed rapidly. It is through the generation of new ideas and techniques and finding means of exploiting new materials and processes that progressive industrial advancement can be achieved which is very essential for economic growth.

Social Structure of the Organization:

ONGC is an industry under the crucial energy sector exclusively dedicated to exploration and production of hydrocarbon. Its headquarter is located in Tel Bhavan, Dehradun. It has also office in New Delhi. Chairman cum Managing Director (CMD) is the head of the organization. Then there are different directors like Director Personnel, Director Technical and so on. Next to them there are Executive Directors and Regional Directors appointed in different Regional
Business Centres. Group General Managers (GGM), General Managers (GM), Deputy General Managers (DGM.) will come next to the above mentioned hierarchy and who sometimes act as head of certain projects under any Regional Business Centre or sometimes act as head of certain business group. In the lowest rank of the hierarchy there are white collar workers and blue collar workers.

The ONGC is divided into six regions which are listed below:

i) Mumbai Regional Business Centre (MRBC), Mumbai.
ii) Central Regional Business Centre (CRBC), Calcutta.
iii) Eastern Regional Business Centre (ERBC), Nazira.
iv) Northern Regional Business Centre (NRBC), Jammu,
v) Southern Regional Business Centre (SRBC), Chennai.
and vi) Western Regional Business Centre (WRBC), Baroda.

Also under each Regional Business Centre there are several projects of its own.

The Eastern Regional Business Centre is further divided into four business groups which are - 1. Exploration business group, 2. Drilling business group, 3. Operation business group and 4. Technical business group. In addition to all these four business groups, there is co-ordination group which includes Regional Director office, Personnel and Administration, Industrial Relations, Corporate Communication, Estate Section, Industrial Engineering, Economic and Statistic Section, Administrative and Welfare Section, Loan and Advance Section, Finance and Accounts, Legal Section, Public Relations, Medical Section, Land Acquisition Section, vigilance Section, Establishment section along with other support services group is also present to fulfill the tasks of the organization like Transportation Section, Central Workshop, Electronics and Tele-communication section, Regional Training Institute (Sibsagar) and so on.
It was found in the study that ONGC have a definite policy in terms of recruitment, probation, promotion, rules governing seniority, scales of pay for different employees, dearness allowance, pay fixation, conduct, discipline and appeal rules, suspension, grievance procedure, appeals committee, transfer policy, separation (Resignations, Termination of service, Retirement, Premature Retirement, Voluntary retirement) and for leave rules.

In terms of workers' awareness of the day to day happenings of the organization, it was found that 34.67 per cent of the workers were to great extent aware of the day to day happenings of the organization. On the other hand 60.67 per cent of the workers commented that they were to some extent aware of the happenings but 4.67 per cent of the workers said that they are not at all aware of the day to day happenings of the organization. Regarding the sources of knowing about the happenings in the organization, the workers opined that there are circulars/letters from which they came to know about the happenings. Also from their superiors and colleagues they get many information. Moreover, they have other sources like journals, newspaper, radio and television and so on.

Thus, it was found that the work related problems are brought to the notice of workers and they are discussed openly. This provides a great scope in the area of communication. Communication acts to control members' behaviour in several ways when employees, for instance are required to first communicate any jobs related grievance to their immediate boss, to follow the job description or to comply with corporation policies, communication is performing a control function. It is through these open discussions and proper communications that management can remove several wrong perceptions and misconceptions amongst employees. It also fosters motivation by clarifying to the employees what is to be done, how well they are doing and what can be done to improve performance if it is below par. The study also indicated free expression of
views amongst employees irrespective of status or position, which needs to be appreciated.

The findings of the study are presented below:

1. The bulk of our respondents, that is, 165 (50.77%) belonged to nuclear families. The rest 160 (49.23%) lived in joint families. According to categorywise distribution, 43 (86%) of the managers, 76 (50.67%) of the workers, 24 (24%) of the villagers and 17 (68%) of the prominent citizens lived in nuclear families. On the other hand 7 (14%) managers, 74 (49.33%) of the workers, 76 (76%) of the villagers and 8 (32%) of the prominent citizens lived in joint families.

2. With regard to sex of the respondents, we found that 285, that is 87.69 per cent respondents were male and 40 (12.31%) were female. Out of the 40 female respondents, 8 (16%) were from managers category, 27 (27%) of them were from villagers category and 5 (20%) of them were from prominent citizens category. There were no female among the workers.

3. It was found that the majority, that is, 68 (20.92%) of the respondents belonged to the age group of 48-52 years. The categorywise age distribution of the respondents is that the 42 per cent managers were over 52 years and the rest 59 per cent were having age less than 52 years. In case of workers category, maximum of them (18.67%) belonged to the age group between 43-47 years and minimum, that is, 3.33 per cent belonged to the age group of 18-21 years. Similarly the highest number of the villagers 32 (32%) were at the age group of 48-52 years and in the prominent citizens category also the maximum of them (32%) belonged to the age group of 48-52 years.

4. The study revealed that the workers constitute a vast majority of the employees who are educationally much lower in comparison to managers
category and, as a matter of fact, they have lower status in the industry. Also the educational level of the villagers were to some extent lower than that of the workers and of the prominent citizens. Similarly the workers’ fathers’ and paternal grand fathers’ educational background depict also a lower standard as compared to their managers counterpart.

5. It was found that the 4(8%) of the total managers have subsidiary occupations which include some extra curricular activities like writing, painting, private consultancy and architectural works. In workers category, besides the main occupation, 8(5.33%) of them were also doing certain business, 41(27.33%) of them were engaged in agricultural work as subsidiary occupation. Among the villagers, majority of them, that is, 63(63%) have agriculture as their main occupation, 12 per cent of the villagers were ONGC employees and a majority of the villagers were also engaged in business as their subsidiary occupation. In prominent citizens category, 10(40%) of them had business as their main occupation. It was found that 27(54%) of managers’ father and 12(24%) out of the total 50 of the managers’ paternal grand fathers had service as their occupation. On the other hand 82 per cent of the workers’ fathers were farmers and 91.33 per cent of the workers’ paternal grand fathers were also in the category of ‘farming’. Thus most of the workers of ONGC had unfavourable family background for service, yet intergenerational occupational mobility was high among them.

6) The findings of the study clearly demonstrate that employees have both formal and non formal channels for getting employment. Formal sources include employment exchange and advertisement. Informal sources include personal contact and political influence.

7) The ratio between the number of earners to the number of dependents in case of different categories of the respondents, that is, for managers families,
for, workers families, villagers families and prominent citizen families are 0.42, 0.24, 0.28 and 0.53 respectively.

Regarding monthly income of the respondents households, majority, that is, 21(42%) of the managers households have income between Rs.20,000-25,000. In case of workers, majority 91(60.67%) lie in the income between Rs.5,000-10,000 and in case of villagers, majority 54(54%) have also the income between Rs.5,000-10,000. On the other hand, majority, that is, 12(48%) of the prominent citizens’ households have income between Rs.5,000-10,000.

8) The average agricultural land holding of the workers is about over 2 bighas to 3 bighas. 55(36.67%) of the workers do not have land of their own.

9) It was found that the overwhelming proportion of workers 91(60.67%) live in ONGC quarters. Out of the total 91 workers who live in ONGC quarters, 53(35.33%) were inhabitants of ONGC colony Lakwa, 17(11.33%) were inhabitants of ONGC colony Nazira and 21(14%) of them lived in ONGC colony Sibsagar. Only one-third of the total number of workers (31.33%) have their own houses out of which 20 live in ONGC quarters and they rent out their own houses. Also there are 4(2.67%) workers who live in rented houses and the balance 21(41%), either share houses with friends or relatives.

10) The sources of loans of the workers are Bank, ONGC, Money lenders, Relatives and Friends. Majority of the workers, that is, 131(87.33%) have taken ONGC’s advances and some of them also taken loans from the above mentioned other sources.

11) It was found that the workers have savings in bank and in post office. Majority of them have life insurance policy and they think insurance is good for dependent members of family and it is helpful in case of premature death and
also it is a kind of forced and compulsory saving. However regular saving through other avenues is not a habit among a sizeable number of workers.

12) Regarding the respondents' mother tongues, it was found that 45(90%) of the managers' mother tongues were languages other than Assamese, 138(92%) of the workers' mother tongues were Assamese. It was also found that respondents have the knowledge of other languages like Bengali, Hindi, English, Nepali and other north eastern languages.

13) Regarding place of birth of the employees, majority 138(92%) workers' place of birth is Assam and 45(90%) of the managers' place of birth is outside Assam.

14) The places of origin of the employees of the study indicates that 45(90%) of the managers' places of origin were in other states and majority that is 103(68.67%) of the workers places of origin is within the Sibsagar district of Assam and 35(23.33%) of workers' were from other districts in Assam. Only 12(8%) of workers were from other states. All these are due to the fact that in the workers category (class III and class IV), the majority of them were recruited from the local area and generally these are non-transferable posts. Moreover as indicated earlier, 96 percentage of class III and IV posts are reserved for the local people. The study also reveals that the managers were geographically more mobile than the workers. In case of places of residence of the employees' father and paternal grand fathers, 43(86%) of the managers' fathers as well as paternal grand fathers resided outside the state of Assam but in case of workers' fathers and paternal grand fathers, majority of them resided either in Sibsagar district or in the other districts of Assam.

15) It was found in the study that 63(42%) workers used to travel more than 20 Kms daily between residence and the place of work and for the rest
87(58%) workers used to travel a distance less than 20 Kms from the residence to the place of work. But it is also noteworthy to mention that these 87(58%) workers sometime travel more than that as the whole Lakwa oil field consists of more than 100 wells located here and there in the area of Lakwa and accordingly they have to work in different wells when the need arises.

16) Out of 150 workers in the study, 27 workers' families reside at their own permanent residence of their origin. But 123 workers families visit their native places at different intervals like once in every month, once in a year, twice a year and so on. The reasons for their visits include, for looking after property, for performing agricultural work, for meeting kin and kith, for attending social occasions like marriage, death, birth and religious festivals.

17) It was found that the caste of Brahmins (34%) dominated among the managers cadre, Vaishyas(39.33%) were majority among the workers category, Kshatriyas(88%) dominated the villagers category and in case of prominent citizens category 48 per cent constituted Kshatriyas.

18) The bulk of our respondents, that is, managers, workers, villagers and prominent citizens were Hindu and people of other faiths were few.

19) The study indicates that since from the year 1970's many employees joined the organization of ONGC. The experience and length of service of the employees' vary. Majority of the managers(70%) have served over 10 years in the organization and the majority of workers of the study, that is, 47.33 per cent also have worked over 10 years. In case of managers category, it was also found that majority of the managers(46%) have 2 years to 5 years service in ONGC Sibsagar district. The above mentioned data regarding length of service is also important in terms of promotional opportunities within the organization as they have a fixed tenure for promotion in most of the jobs.
20) It was found in the study that only 47 workers have migrated to Sibsagar district from other district. They migrated because of many factors like prospect of getting job, under employment at native place, chances of rising in life, to carry out business and trade, to enter into a profession, office transfer, because of marriage, desire for social improvement and having friends and relatives in Sibsagar district. But out of all, the largest group of migrants settled in Sibsagar district because they had been offered jobs in the ONGC.

21) According to workers' own evaluation, majority (39.33%) of their families belonged to middle class but about 11.33 per cent of them considered as themselves upper middle class families. Educational level and occupational prestige are the two important reasons given by the workers for ranking classes. Some other reasons for ranking classes are financial position, family background, political power, and marriage connections. It was also noticed that workers have attempted to improve their class position by giving education to childrens, by taking active part in community life, by purchasing property, by seeking better job and by buying luxury items.

22) The study also reveals that 67(44.67%) workers disapprove caste system because they think it is harmful to society and to nation by creating social disorder and disharmony. As many as 24(16%) workers approve caste system because they considered it as a traditional and religious institution. They think that the caste system is good for society because it brings unity in society and it helps division of labour. Those workers who disapprove of the caste system suggest ways to eradicate it, they are: intercaste marriage, better education, modernization of values, better economic status, and taking active part in community life.

23) On the basis of the opinion of the villagers from Lakwa Charingia Konwar gaon and from the prominent citizens of Sibsagar, the status of the workers of ONGC was evaluated. It was found that 59 per cent villagers considered them as
having high status but 38 per cent of the villagers considered them having medium status and 3 per cent of villagers considered them as having low status in the society. On the other hand 48 per cent of the prominent citizens gave medium status to them but 52 per cent of prominent citizens gave low status to ONGC workers. The reasons for giving high/medium status to the job of ONGC workers are: better pay structure, better skill and knowledge, their contribution to the society and better living standard. On the other hand reasons for giving low status to the workers of ONGC are: their non-cooperative attitude, their proud nature and their lack of a proper work culture.

**Worker-Management Relationship:**

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

It was found that industrial relations department of Nazira and Sibsagar is entrusted with the task to maintaining cordial relations between management and workers.

The study indicates that industrial relations remain cordial during the last 10 years. The data reflect that in the last 5 years (1995 to 2000) around 13,445 mandays loss were reported due to internal factors and 82,698 mandays loss, due to external factors. In case of accidents, our data show that during the year 1997, 1999 and 2000 there were 91 minor accidents 2 serious and another 3 numbers of fatal accidents were recorded.
The number of unions and associations in ERBC are six. They are ONGC Worker’s Association (recognised and affiliated to AITUC), Trade Union of ONGC worker’s Silchar (locally recognised for Cachar project and affiliated to CITU), ONGC Purbanchal Employee Association (Non recognised and affiliated to INTUC), Diploma Engineers Welfare Association (unrecognised). Transport Worker’s Association (un recognised), Oil Field Worker’s Association (un recognised). Moreover there are two associations, namely, Association of Scientific and Technical Officers (ASTO) (recognised) and All India SC/ST Employee’s Welfare Association (recognised).

That there are several bilateral meetings held with unions/associations in the last five years (1995-99). Out of that ONGC Worker’s Association had ten bilateral meetings with Regional Management and an equal numbers of meetings with visiting CMD/Directors. ASTO, Sibsagar/Nazira unit had ten bilateral meetings with regional management and thirty meetings with visiting Chairman Cum Managing Director (CMD)/Directors. All India SC/ST Employees Welfare Association had five bilateral meetings with regional management and ten bilateral meetings with visiting Chairman Cum Managing Director (CMD)/Directors. Similarly, ONGC Purbanchal Employees Association had five bilateral meetings with regional management and ten bilateral meetings with visiting Chairman Cum Managing Director (CMD)/Directors.

ONGC has always taken utmost care of its members in various fields to ensure their well being. They have well established welfare facilities within the organization. It includes medical facilities, educational facilities, social security schemes, compensation for accident while on duty, training and development, advance/loan facilities, incentive and reward schemes, different allowances, leave facilities and so and so on.
It was found that the corporate communications group in ERBC is acting as the nodal agency for initiating, monitoring and implementing projects for socio-economic development of the region.

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

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

In ONGC, there is always encouragement from managers’ side for participation of unions in the routine functioning. As part of ‘workers’ participation in ‘Management Scheme’, ONGC have set up forums like shop council, project council and so on. Wherein representatives of management and union discuss various operational issues across the table and suggest remedies to remove bottle-necks and improve efficiency.

Another such forum is joint negotiating machinery both at project level and regional level. All aspects affecting employment, working conditions, welfare measures are discussed at these forums. Similar forum exists at regional level. However, participative management at the apex level, that is, Joint Committee Meeting (JCM) is of special significance. All the recognized unions operating except for certain locally recognized unions participate in JCM. It is chaired by Director(Personnel). All the policy issues concerning working conditions, welfare
measures and so on are discussed and decided in JCMs. Various promotion policies have been decided in JCMs.

Interestingly, all the long term settlements regarding wage revisions of unionised categories of employees have been finalised in JCMs. It is thus evident that ONGC have encouraged participative managements regarding wage revisions of unionised categories of employees have been finalised in JCMs.

As per an understanding between management and unions, all decisions involving technological and organisational changes are first to be discussed with unions/associations before they are actually implemented. Accordingly, all proposals which involve change from departmental operations to contracts are being discussed with unions/associations. Further action in this regard is taken only after fully satisfying unions/associations regarding necessity of such changes. A glaring example in this regard is existence of operation and maintenance contract of eight work over rigs which were hitherto operated departmentally.

Participative management at board level is not widely practiced. Accordingly, ONGC has not envisaged workers' representation at board level. With the passage of time, it is hoped that participative management will improve qualitatively which will help both the management and the employees.

In case of different unions in ERBC, ONGC workers' Association has been playing very active role in participative management. The mentioned union also educates its members to maintain discipline and strive to improve productivity and efficiency. Similarly, Association of Scientific and Technical Officers (ASTO) has constantly cooperated with management for implementing all the measures aimed at increasing production. The ONGC workers' Association and ASTO have been working hand in hand with management for betterment of both employees and the organization. Also, ONGC Purbanchal Employees Association(Regd) has been extending continued
cooperation in routine activities. Thus, the experience of participative management has been very fruitful in eastern region.

The study indicates that the collective bargaining process in ONGC, ERBC is a well organised. We found variation in terms of different levels 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 workforce. They have the collective bargaining committee composed of management and trade union representatives. But when collective bargaining results in deadlock, the parties then avail themselves of conciliation or arbitration process.

It was found that the 32 per cent of the managers opined that the union leaders have little influence on the workers. Similarly 62 per cent of the managers believe that their influence on workers is considered good but 38 per cent of the managers believe that leaders' influence is bad on the part of the workers.

As many as 92 per cent of the managers considered that the trade union leaders as sincere and 86 per cent of the managers believe that union leaders were popular and capable (82%). In workers' opinion only 44.67 per cent of them believe that union leaders were sincere and only 40.67 per cent believe them as popular and 38 per cent of the workers believe the union leaders as capable.

Regarding the membership in the union/association, 59.33 per cent of the workers belonged to ONGC Workers' Association and 40.66 per cent of them belonged to ONGC Purbanchal Employees Association. They used to take active part in the union activities. The main factors responsible according to the workers for the success of trade union in ERBC are: solidarity of workers, justified demand, capable union leadership, cooperative management, influence of outsiders, political parties and so on.
It was found in the study that majority (48.67%) of workers have the opinion that they would not be prepared to go on strike unless that was the only way to defend their rights and the strike had the full support of the union.

The most effective channel for launching one's grievance according to the workers' point of view is through supervisor and through union.

The study shows that 56.67 per cent of the workers believe that their working condition in ONGC, ERBC is good, 35.33 per cent of the workers believe that their working conditions is fair. Only 8 per cent of them have the opinion that their working conditions is poor.

It was found in the study that 82 per cent of the workers believe that their relations with their juniors were cordial. 64.67 per cent of the workers said that they have pretty good relations with their immediate superior.

28 per cent of the workers think that the nature of supervisors in ONGC, ERBC were amiable and friendly. Another 25.23 per cent of the workers believe that the supervisors are lenient and 20.67 per cent of the workers have the opinion that their supervisors are helpful. 17.33 per cent of the workers believe that they are strict.

The study indicates that 64.67 per cent of the workers have only occasional chat with the workmates, 35.33 per cent of workers also reported a good deal of conversation with the workmates. They also gave reasons for their close friendship, such as having similar habits, prior knowledge of one another since school/college days, caste affinity and marital connection. 49.33 per cent workers also reported a very good social relationship among the families of the workmates.

The study also reveals that there used to be meetings of the workers and staff for sports, feasts and entertainment at least once a year.
As many as 26 per cent workers do not have any complaint about their job. But 74 per cent workers are not satisfied with their jobs. This dissatisfaction was related to unsatisfactory physical conditions of work place, monotonous nature of their work, stress, pressure and long working hours. They have also dissatisfaction in regard to the system of promotion.

Regarding the types of recreation, it was found the 48.67 per cent of workers watch television, 38 per cent of them passed time in visiting their friends, 41 per cent go for cinemas, 19.33 per cent listen to music, 12 per cent of the workers take up reading and 70 per cent were members of music society, library, sports club and staff club and so on.

In the study it was also found that the level of education that the workers want for their sons/daughters is quite varied. 60 per cent of them want to send them for technical qualification. As many as 10 per cent of the workers wanted that their wards should become graduate, 12.67 per cent of them want computer education and 11.33 per cent of them would like to send their wards for MBA, CA, CS and other professional courses. But only 6 per cent of the workers have the opinion that their sons and daughters should become general post graduate and above. These data shows that the workers have very high aspirations regarding the education of their children.

It was found that 42 numbers of workers believe that after 30-40 years of their service they will reach the highest promotion as S-IV level workers. On the other hand 24 also believe that they will become officer that is E.O. and above level after fulfilling 30-40 years of their service. Even six number of them believe that after 20-30 years of their service in the organization they might become E-4 officer and above. But five of workers said that they will remain in the same
position of W-VII and 10 numbers of them believe that they will also remain in the same position of S-IV level due to the fact that they are on the verge of retirement and therefore they are not going to get any further promotion in their service period in ONGC. It was also noticed that majority of the workers consider that the best occupation is that of the engineers and the Personnel and Administrative (P&A) officers.

The workers also gave reasons for choosing the occupation in ONGC. The reasons are: better status and prestige, better chances of promotion, greater job security, better scale of pay and other monetary incentives, good service conditions, good welfare facilities, their work place is near their home and so on.

**Interaction between the Industry and its Neighbourhood:**

Industry does not exist in isolation. On the contrary, industries are embedded in a social matrix of community and society, and both industry on the one hand and community and society on the other hand are constantly influencing each other in many diverse ways. This is true in case of the village named Lakwa Charingia Konwar gaon (in the neighbourhood of the ONGC) and the ONGC industry.

It was found in the study that both villagers and few prominent citizens used to visit often ONGC's campus/site. It was found that there are many reasons for their visit to ONGC's campus/site. The reasons were for doing some business, for enquiring employment opportunity, for dropping their children to/from ONGC's schools, for playing, for visit to ONGC's clubs, for getting medical help from ONGC's dispensary and so on.

The study shows that the respondents of all categories right from managers, workers, villagers and prominent citizens have their views on advantages and disadvantages for the people in the surrounding areas from the ONGC project in Lakwa.
The advantages are - for getting employment, for becoming contractor, for starting business, for producing vegetables for the market, for community development activities, for getting health facilities, for getting educational facilities, for getting transportation facilities, for rural electrification, for getting water facilities, to get funds for cultural activities and so on. On the other hand the disadvantages include pollution, increase in price rise of different items in the surrounding market, change of traditional culture, increase in crime rate, land acquisition by ONGC for their drill sites and so on.

In the study it was found that ONGC has been a partner in the region's socio-economic development for the past many years and has been contributing generously towards various welfare and development activities in the vicinity of the area of its operations. There are mainly two types of schemes so far introduced by ONGC as community welfare scheme which are :

i) Socio-Economic Development Programmes.
ii) Scheduled Castes (SC)/Scheduled Tribes (ST) Component Plan.

All these aspects were discussed at length in the chapter V, that is, interaction between the industry and its neighbourhood.

In the study it was found that in village Lakwa Charingia Konwar gaon, the villagers were heavily benefited by the scheme of Socio-Economic Development Programmes of ONGC. But they were not benefited by the scheme of SC/ST component plan of ONGC. It is because in the whole village very few SC/ST families were residing. On the other hand, it was found that this scheme was implemented in the nearby villages where many families from SC/ST community were residing.

It was found that both villagers and few prominent citizens of the locality agreed that the ONGC's community welfare schemes have contributed much
to the development of the village as well as the locality. They in fact suggested for some more schemes like development of poultry/piggery/pisciculture on co-operative basis and schemes which help in providing clean drinking water and so on.

Management of ONGC, villagers and prominent citizens of the locality highlighted the fact that there are political interference while launching such programmes which sometimes become one of the important reasons for the failure of such schemes.

About 69 per cent of the villagers of Lakwa Charingia Konwar gaon and 63 per cent of the prominent citizens of the locality of our study were satisfied with the efforts of the ONGC officials in implementing these schemes of community welfare activities. They believe that villagers/local people have to play an important role in implementing these schemes and they also suggested that strict evaluation of progress of such schemes should be done by the ONGC officials and they should more frequently visit their village or different localities for evaluation of those schemes.

It was found that the whole process of interaction is a two-way process where sometimes the villagers invite ONGC’s officials to participate in some community activities such as public meetings, prize distributions ceremonies, functions, festivals and so on. On the other hand the villagers benefited by different ONGC’s community welfare schemes which were introduced by the ONGC’s officials.

Thus, Oil and Natural Gas Corporation Limited (ONGC) is one of the leading enterprises in the country with substantial contribution to the energy demand in particular and its industrial and economic growth in general. Born in a modest corporate house within serene Himalayan setting more than 40 years ago in 1956 as
commission, ONGC has grown, today, into a full-fledged integrated upstream petroleum company with inhouse service capabilities and infrastructure in the entire range of oil and gas exploration and production activities.

ONGC undertakes socio-economic development activities in areas where it operates as a part of its social responsibility. The activities include grant-in-aid to government agencies, educational institutes and voluntary and social welfare organization, development of infrastructure by constructing roads, bridges and plantation of trees and so on.

The concern for environmental protection and safety, already becomes priority for ONGC, is being given a new thrust, keeping in view the increasing expectations of the society.

This is a modest attempt to study a section of the oil industry located in Sibsagar, Assam. We have covered certain aspects of the organisational structure, of industrial relations obtaining there and finally of the interaction between the industry and its neighbourhood. It is hoped that this, study will lead to more substantial researches into industrial sociology in general and into oil industry in particular.