

MANAGEMENT, WORKERS AND THEIR  
INTERPERSONAL RELATIONS

It is the general requirement for every organization that it observes some necessary procedures by adoption of which it is in a position to run smoothly. Categorization of workers, division of labour, participation of various sections of employees in the management, etc. are some of the requirements considered important for smooth functioning of an industry. Since a power plant is associated with the indirect modes of production, its workers' categorization should be different from the other industries but the basic requirements have to be similar. Here we propose to examine this position at FSTPP.

Recruitment Procedure of the Employees:

It has been pointed out in the Chapter 3 that there are two agencies of the management of FSTPP, viz. (i) Central body and (ii) Local Project body

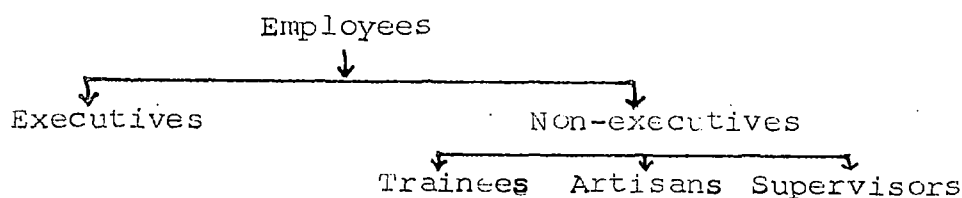
Chairman is the chief of the central body and Managing Director is the chief of the local project body. Accordingly recruitments in this organization are made by (i) the NTPC's central body as well as (ii) the local project.

The executives and trainees (of executive cadre) are deployed by the central body of NTPC through open examinations and interviews on all India basis. Such recruitments are done through open advertisements of these posts by the NTPC. The local projects, on the other hand, recruit the non-executives (Supervisors, workers and others). Generally the Projects ask for recommendations from the local employment exchange(s). Posts are also announced through news papers and selection is made after the necessary interview. However, approval of the central body is necessary before the actual recruitment. In certain cases, the central body also recruits the technical hands belonging to non-executive cadre.

The non-executives belong to three categories:

- (1) Trainees
- (2) Artisan-Workmen, attendants, etc.
- (3) Diploma holder Supervisors.

The workers' categorization in FSTPP can be represented by the following diagram:



The categorization of employees in this power plant as well as in other power plants of NTPC is based on pay-scales as well as on the nature of job. The pay scale of the employees of FSTPP are given below:

#### Exectuivives

1. Assistant Officer (Assistant Engineer) : E<sub>1</sub>

Scale:Rs 1000-50-1300-60-1900

2. Officer (Engineer) : E<sub>2</sub>

Scale : Rs. 1100-60-2000

3. Senior Officer (Senior Engineer) : E<sub>3</sub>

Scale : Rs. 1600-60-2200-75-2500

4. Deputy Manager : E<sub>4</sub>

Scale : Rs. 2000-75-2300-100-2800

5. Manager : E<sub>5</sub>

Scale : Rs. 2300-100-3100

6. Senior Manager : E<sub>6</sub>

Scale : Rs. 2600-100-3400

7. Deputy General Manager : E<sub>7</sub>

Scale : Rs. 3000-100-3700

8. General Manager : E<sub>8</sub>

Scale : Rs. 3500-100-4000

9. Executive Director : E<sub>9</sub>

Scale : Rs. 4000-125-4500

#### Supervisor

1. Junior Supervisor : Rs. 750-30-900-35-1250

- |                      |                           |
|----------------------|---------------------------|
| 2. Supervisor II     | : Rs. 800-35-975-40-1335  |
| 3. Supervisor I      | : Rs. 880-45-1465         |
| 4. Senior Supervisor | : Rs. 950-45-1040-50-1540 |

Workmen

- |   |                           |
|---|---------------------------|
| 1. W <sub>1</sub> : Attendant, Mazdoor  | : Rs. 550-11-715          |
| 2. W <sub>2</sub> : Senior Attendant    | : Rs. 580-12-640-15-790   |
| 3. W <sub>3</sub> : Junior Assistant    | : Rs. 600-16-840          |
| 4. W <sub>4</sub> : Assistant, Grade IV | : Rs. 620-20-920          |
| 5. W <sub>5</sub> : " " III             | : Rs. 650-22-980          |
| 6. W <sub>6</sub> : Assistant, Grade II | : Rs. 710-23-825-25-1000  |
| 7. W <sub>7</sub> : Assistant, Grade I  | : Rs. 750-25-875-30-1205  |
| 8. W <sub>8</sub> : Assistant           | : Rs. 800-30-950-35-1300  |
| 9. W <sub>9</sub> :                     | : Rs. 880-40-1440         |
| 10. W <sub>10</sub> :                   | : Rs. 950-40-1030-50-1530 |

---

Source: Finance & Accounts Branch, FSTPP, March, 1989.

Besides the basic pay there are D.A. (based on All India Consumers' Price Index, Labour Bureau, Simla), Project allowance, Tea subsidy, Transport Subsidy, House Rent Allowance, etc.

Recruitments during different years in this power plant have been as follows:

Table 4:1  
Recruitment in FSTPP in Different Years

Year	No. of Employees
1978	01
1979	10
1980	16
1981	170
1982	165
1983	138
1984	252
1985	309
1986	207
1987	161
1988	112
<b>Total</b>	<b>1253</b>

Source: Personnel & Administration Section, FSTPP,  
October, 1988

The groupwise employees upto 1988 were as follow

Group B	-	66
Group C	-	854
Group D	-	326
( Supervisors & Executives)		
Group D	-	07
(Sweepers & etc.)		
<b>Total</b>		<b>1253</b>

Source: Personnel and Administration Section, FSTPP,  
October, 1988.

According to Personnel & Administration Section, in May, 1989 there were 1630 employees in this power station. Altogether 377 employees have been appointed between 1988 and 1989. The employees can be categorised into 14 different types. The distribution of whom is shown in Table 4:2.

Table 4:2  
Sectionwise Distribution of Employees  
in FSTPP

Types	Headed by	No. of employees
1. G.M. Office	G.M.	08
2. Vigilence	Vigilence Office	04
3. Planning system	Manager	13
4. Field Engineering	"	23
5. Field Quality Assurance	"	19
6. EDP, SCM & Safety	"	19
7. Finance & Accounts	DGM	84
8. Trainee	Manager	22
9. Medical	Asst. Cheif Medical Officer	78
10. Personnel & Administration	Chief Personnel Manager	99
11. Materials	Chief Material Manager	112
12. Civil	DGM, Project	136
13. Erection	"	229
14. Operation & Maintenance	Sr. Supdt.	784
<b>Total</b>		<b>1630</b>

Source : Personnel & Administration Section, FSTPP, May, 1989.

The employees spend about eight hours of each working day in the plant. There are shifting duties in the Operation and Maintenance branches. In other sections, the duty is generally from 9 A.M. to 5 P.M. As it appeared, many of the employees regarded the plant not just as a place to earn their livelihood but as the manifestation of a community, characterized by a set of rules, beliefs, and sentiments, common to its members. This was particularly so, specially among those employees who were associated with fieldwork. The few, who regarded the plant as a place to earn their livelihood, are the employees of the Personnel & Administration Section. In comparison with the former, they appear to lack total involvement. This is also true for some trade union leaders and active union members.

#### Interpersonal Relations

Smooth interpersonal relation is an important factor for any industry. Industrial harmony, modes of production, in a way, the industrial atmosphere as such depends upon these factors. An industry suffers from sickness if the interpersonal relationships there are not steady or smooth. Besides interpersonal relation, if the workers of an industry maintain healthy relationship with the local people, that too speaks of strength of the industry. The interpersonal relationship is more important for this power plant, as this is the only power plant of NTPC where the employees do not get incentive for production yet. Workers of all other NTPC plants enjoy this benefit.

Interpersonal relations may be looked into in two ways:

- (1) Formal (i.e. inside the factory) and
- (2) Informal (i.e. outside the factory).

#### Formal Relations:

There are certain committees having representatives from the management as well as employees meant to look after industrial harmony.

#### Employees' Participation in Management:

"NTPC believes that active participation of all employees in every aspect of its operation in true participating spirit is essential for creation of a climate of involvement and commitment to the work which alone can motivate the employees to contribute the best for the sustained growth and prosperity of the organization" [Employees participation in Management (Pamphlet), FSTPP]. In pursuance of this belief, NTPC has set up a joint Bipartite Negotiating Committee at the apex national level in 1982 (Now it is called Negotiating Bipartite Committee). It is believed that this has resulted in 'industrial harmony accompanied with significant achievements in productivity and other construction activities' [Employees participation in Management (Pamphlet), FSTPP].



Though it is claimed that there is an industrial harmony over there, this was only for those Departments which were related to the field works (Operation & Maintenance, Field Engineering, Civil Departments). Some Departments like Personnel & Administration, Materials, Planning & System, appeared to lack of harmony among the workers. There are many workers in these Departments who spend time in gossiping, union works, etc., rather than attending to their concerned duty. Such work-culture has no apparent difference from those engaged as petty Clerks in many Government offices.

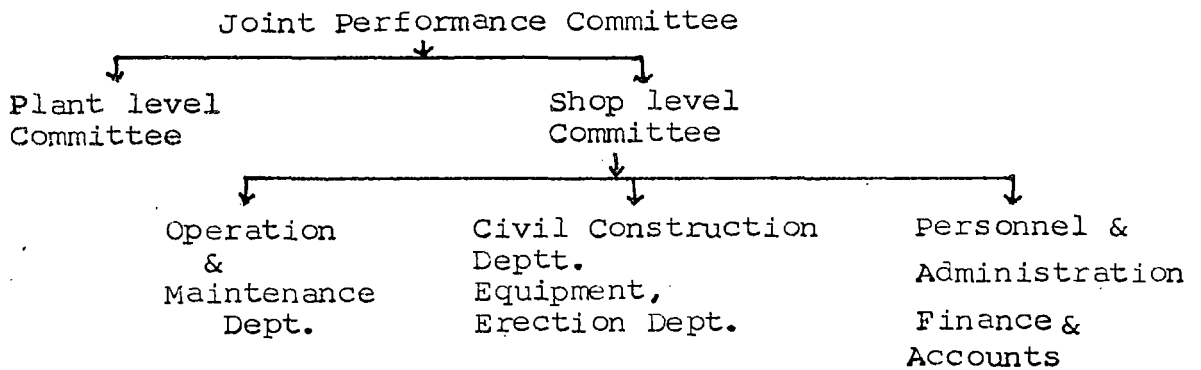
It is a fact that at the apex level NTPC Joint Performance Committee has been formed. NTPC has decided to extend the participative system to the plant and shop levels. The objective of the scheme of Employees' Participation in Management at FSTPP are as follows:

(i) To establish a system of participation ensuring involvement of employees and the management in decision making both at plant level and shop floors.

(ii) To ensure effective two-way communication and continuous exchange of information for an objective appreciation of problems relating to production activity and other activities with a view to resolving problems through the joint endeavour of both employees and the management.

(iii) To foster a spirit of joint responsibility and co-operation with a view to promoting increased production, productivity, and other activities by optimum utilization of the

resources for the general benefit of the organisation, the employees, and the country.



There is one Plant Level Committee and there are three shop level committees at FSTPP. Three shop level committees covering shops/sections are as follows:

- (i) Operation and Maintenance Department with all its sections and sub-sections
- (ii) Civil Construction Department and Equipment Erection Department
- (iii) P & A, F & A, Materials and other sections  
i.e. Planning & System, Field Quality Assurance, Auto Base etc.

According to their constitution, 'the plant level committee shall consist of three representatives from the employees and equal number of representatives of the management, besides a Chairman'. There are eight members in the Plant Level Committee.

Besides, there is also a 'member-secretary'. The three representatives of the employees are nominated by the following unions/association (one each) :

- (i) NTPC Supervisors' Association, Farakka
- (ii) FSTPP Workers' Union, Farakka
- (iii) FSTPP Employees Union, Farakka.

The General Manager of the project is the Chairman of the Plant Level Committee. He nominates an executive from Personnel Department as the Secretary to the different committees.

According to their constitution, there shall be seven members (in total) in the Plant Level Committee

- 3 (representatives of management)
- +3 (representatives of employees)
- +1 (General Manager)

Total = 7

At the time of field investigation, on which the present account is based, Mr. K. Radhakrishnan, General Manager was the Chairman of the Plant Level Committee and Mr. A.K. Bala, Deputy Manager (Personnel) was the Secretary.

The Plant Level Committee meets once in three months. The Secretary prepares the agenda for the meeting with the approval

of the Chairman. He also prepares the schedule for discussion.

All decisions of the Committee are on the basis of consensus. This Committee is expected to deal with different types of matters which are given below:

- 1) Optimum general efficiency and fixation of productivity norms and generation/construction/performance targets.
- 2) Planning, implementation and review of monthly targets and schedules.
- 3) Matters relating to planning of materials, maintenance of inventory at optimum level and storage facilities.
- 4) House-keeping.
- 5) Encouragement to a consideration of suggestions.
- 6) Exchange of operational performance figures.
- 7) Matters not resolved at the shop level committee or concerning more than one Shop.
- 8) Review of working of the Shop Level Committee.
- 9) Matters relating to profit and loss statements, Balance Sheets.
- 10) Review of operating expenses and financial results.
- 11) Matters relating to plant performance in financial terms, labour and managerial costs etc.
- 12) Absenteeism in general and remedial measures for its reduction.
- 13) Initiation and supervision of workers' Training programme consistent with requirements of the Project.
- 14) General health, welfare, safety measures, medical benefits, sports & games, housing, township administration, canteen etc.

- 15) Matters relating to Control of gambling, drinking, indebtedness and other activities affecting the social and physical health of employees.
- 16) Matters concerning extension of services and community development activities.
- 17) Pollution control.
- 18) Any matter agreed upon by Management and Employees' representatives.

Each Shop Level Committee consists of three representatives of employees and an equal number of representatives from the management. The three representatives of employees are nominated by the three Unions/Associations. The seniormost management representative is the Chairman of the Shop Level Committee. This Committee meets once in two months. The works of the Secretary of these committees are the same as that of the Secretary of the Plant Level Committee. This Committee deals with seven different types of matters as indicated.

At the time of field investigation on which this dissertation is based, Mr. T.K. Sinha Roy, Assistant Personnel Officer was the Secretary of all the Shop Level Committees. Mr. B.M. Bhattacharyya, Senior Manager (Operation & Maintenance); Mr. P.C. Saha, Chief Erection Manager and Mr. A.K. Bhaduri, Chief Finance Manager were the Chairman of the three Shop Level Committees.

Though it is not specifically stated in the Constitution that one and the same person would be the Secretary of the different

Shop Level Committees, this is generally observed here. Further, despite the fact that Mr. A.K. Bhaduri is one of the members of the Plant Level Committee (representative of management), at the same time he is the Chairman of a Shop Level Committee (Personnel & Administration, Finance & Accounts, Materials & Management Services). It is to be mentioned here that the committees are formed for one year from the date of its first meeting.

Two interesting points are mentioned in their constitution which need a reference here. That

(i) the functions of the Committees shall not include any item which is traditionally accepted as a subject of collective bargaining between the unions and the management,

(ii) where joint consultative committees are in operation, the Plant Level Committee or Shop Level Committee cannot pursue that matter(s). In view of the facts it may be stated that the committees are working for production, productivity, and related phenomena. Instead, the trade unions are functioning more or less exclusively with respect of bargaining between the management and workers.

From the given description it becomes clear that the type of formal relation as exists here is generally observed in other public and private organizations, where the relation is basically job-oriented. In this regard certain important questions emerge. Are committees working for job-harmony or more production? Are these committees helping to develop smooth industrial atmosphere?

Are they able to make it? The phenomena as observed are yet to indicate any positive answers to these questions. Despite the presence of such committee, workers were found threatening the Deputy Manager in his chamber.

Though the caste/community feelings of the employees were not prominent within the factory but we observed lack of participation of the so-called backward classes to the formal organizations. In the said committees (Plant Level and Shop Level) there was practically none belonging to the backward classes except in the Personnel & Administration, Finance & Accounts, Materials and Management Services' Shop Level Committee, although there were 12.2 percent Scheduled Caste and 2.5 percent Scheduled Tribe employees in the FSTPP.

It was observed that there was a relative lack of participation of this groups in the union activity also. Neither the scheduled nor the non-scheduled communities were found very willing to discuss this subject.

In some cases it was observed that the employees were to some extent interested in the informal relations rather than in the formal ones inside the factory. Instances are many when the subordinates were addressing their superiors as 'brother' (Dada-elder brother) rather than 'Sir' in the office. The reverse is also true - the superiors were addressing their subordinates by name rather than as 'Mr. X'.

It reveals that it is a healthy atmosphere on one side for any institution - industry or other place whatever the case may be. By such relation any work can be completed smoothly. There are demerits of such relations too. This type of relations may be a barrier for a bold command of any superior to his subordinate and, of course, this may disturb the harmony of work of an industry which may ultimately reflect upon the production.

#### (B) Informal Relations

It has been indicated that there is informal relationship within the plant during office-hours. To find out the extent of informal relationship outside the factory, all the three residential places, viz. Permanent Township, Temporary Township and Field hostel were visited. In fact, the present investigator stayed for several days in the field hostel. He was invited to dinner by an executive and was able to make close observation about the nature of informal relationship.

In the field hostel, particularly in the bachelors' accommodation, very few employees were sharing their sorrow or joy with others. Rather they were extra-individualistic. They hardly pass any time in the common room for watching T.V., listening to radio/tape recorder or studying magazines. They assembled together only at the time of dinner or lunch. Even in the dining hall, there was hardly any conversation among the employees. People preferred to roam about here and there to pass their leisure time.



In the family quarters of Temporary and Permanent Townships people mostly exchanged greetings when they came across their neighbours. Thus, the informal relation too turned out to be a mere formality. Though there are a number of informal organizations (Ladies' Club, Welfare Club, etc.), informal relations were not that conspicuous.

There are, of course, a few people who came to socialize and are very popular. This popularity is certainly not due to any union leadership or so. They are popular because of their own behaviour, activity and control. They maintain informal relations inside the plant, with their subordinates, as well as with their neighbours outside the Plant.

Among the family members, relationships are restricted to members of the same category. It has already been mentioned that the quarters were allotted according to the pay-scale and not according to the service grade. But income could not be an equaliser in this respect.

#### Relations Among Employees

Worker vs. Worker — Relations among the workers of the same department and of the same section are fairly cordial, particularly within the Plant during working-hours. It was observed that the workers of the same age group of the same section and department were addressing one another by name. But on the other hand they

were addressing as pseudo brother to the elder and senior worker. They preferred companion of the same age group which going to the canteen at the tiffin hour and lunch time. This companionship was regular and stable. It was observed that they were giving preference the department/section to select this companionship in most of the cases. This friendship was not so rigid to their residential life. They had other company (in some cases, specially for the family men) to that place. To select this company they were giving preference as the following criteria :

- i) Neighbouring quarter,
- ii) People of same native place,
- iii) Old classmate or wife's old classmate,
- iv) Family friend,
- v) Member of same union,
- vi) Same caste/religious group.

It was also observed that some employees who have the nearby-quarters, they are continuing the friendship with each other. They were passing their leisure time with the said companies. Sometimes they invite each other (if possible with family) to their religious/family festivals. Their wives were also making friendship with the wives of their husband's friend. It was observed that the women were making relation (at least tried to make relation) to the women of the nearby quarter.

The children of the employees were selecting their own friend. To select their friend they were not giving emphasis to their father's friend or they were not thinking about the status of their father. This was true for their parents too.

Workers vs. Supervisors — The relation of the workers with their Supervisor was not so formal within Plant during their working hours. Because there were the lack of bossism feelings to the plant as a whole. The commands of the supervisors to the workers were seemed to be as instruction only. Though the relation of the workers with the Supervisors were cordial, no friendship were there among the workers and supervisors. Few cases were exception, specially this was observed to the cases of union leaders and members. This fact is true to the plant as well as to the residential places. For the bachelor worker and supervisors, friendship among them was observed in the plant and residential places.

Workers vs. Executives — The relation of worker and executive are almost the same which have been discussed under Worker vs. Supervisor. Let us describe here two cases which will give some idea about the relation of workers with workers, supervisors and executives. These two workers were not so popular union members or others.

Case No. 1 : Sarat Kundu was a worker of the Operation and Maintenance Department. His native place was at Jalpaiguri, a District of North Bengal. He joined there at the time of field work

of the author. He had dependent father, mother, one brother, wife and two children. Being the new employee he didn't get his family quarter and he stayed at field hostel in a single room. He was taking his lunch and dinner in the canteen of field hostel. An executive was his close friend who was totally unknown to him before joining this power station. They were going together to the canteen to take their meals and to find out if their duty hours were the same. They were going together to the plant. They were passing their extra time by roaming here and there together. Mr Kundu was sharing the newspaper and T.V. of that executive. Once we observed that Mr. Kundu was having his tiffin to the office canteen alone. He was not sharing his table with other workman. It is to be mentioned here that the said executive was of their department. That executive was trying to obtain a family quarter for Mr. Kundu.

Case No. 2 : Nitai Ghoshal was a typist (Workman Grade) of the Personnel & Administration Department. His native place was at Raiganj of West Dinajpur (Uttar Dinajpur at present) District of North Bengal. He was staying at permanent township to a family quarter with his wife, mother and two children. He had good relation with a number of workmen of his department and of other department also. He had good relation with a number of supervisors and few executives. We saw him with a supervisor, Mr. Nikhil Sarkar of Personnel & Administration Department, so many times. They were having their tiffin and lunch together in the canteen

of the plant. We observed that Nitai and Nikhil were gossiping so many times within the office. They were coming to the plant together and were also leaving the plant together. We saw them together to the permanent township on a number of occasions.

By analysing the above case studies, it is observed that the status of the employees is not so barrier to make the informal relations among the employees. There are some criteria, which have discussed earlier, which are the factor for informal relationships. Besides this, it has been observed that the bachelor employee were giving preference to another bachelor employee to select the company. To make friendship with an executive by an workman is possible to FSTPP.

The relation of supervisors with the workers have already been discussed. Now we will discuss the relation of supervisors with supervisors and supervisors with executives.

Supervisor vs. Supervisor — In most of the cases it was seemed that there was a good relation among the supervisors with one another. Though all of them were the members of the Supervisors' Association, there was a clash among them. This clash was not in publicly viewed. The supervisors of the other departments could not tolerate the supervisors of Personnel & Administration Department. According to their version, the supervisors of Personnel & Administration Department had a superiority complex. The supervisors of Personnel & Administration Department blamed the supervisors

of Personnel & Administration Department for various cases. They reported that the supervisors (as well as the workmen and executives) of Personnel & Administration Department were not sincere at all. Instead of work, they were more interested to union works and others. But the unity of supervisors is remarkable for their common interest. It has already told that the selection of company/friend depends on some criteria. This is true for the supervisors and their family also which have discussed earlier.

**Supervisor vs. Executive** —The relations between supervisors and the executives are not that good. Though this is not a public knowledge but the jealous is of supervisors against the executives on their activity and version. In most of the cases, the supervisors are tried to avoid developing personal relationship with the executives. This is true for their family members also.

The picture is somewhat different in the cases of workers who are field oriented e.g. of Operation & Maintenance Department. The employees of this section are relatively more dedicated and devoted to their jobs. By the way nature of their works, all the employees (workmen, supervisors, executives) come in close contact. This lead to cordial relationship among them. In matters of work they are more concerned about the assignment in hand than the rank of themselves.

It was observed that most of the executives wanted to show that they are different from the other employees. There is a basic

distinction of the executives because they have been recruited by the corporate centre directly. It was observed that the executives were more united than the supervisors. They are the members of the Executives' Association. There are, of course, a number of Executives who had good relations with their subordinates. But, for the collective interest, they didn't have any hesitation in acting against the supervisor/workmen. Most of the executives are coming to the Plant by their own vehicle. Except the bachelors, generally the executives do not go to the canteen to take their lunch or tiffin. A number of executives were found to bring lunch from their respective home in tiffin carrier.

To their residential places they tried to maintain distance from supervisors/workmen. Generally their wives restrict making relations with wives of other executives. The case studies will make argument explicit.

Case No. 1 : S.N. Dubey was a Senior Engineer of Operation & Maintenance Department. His native place was 24 Parganas, a District of West Bengal. Before joining this power plant, he was working in a company of the Tata Group. He stayed at the quarter of permanent township with his wife and children. He was coming to the plant by his own vehicle. He was not going to canteen to take his lunch because he was carrying his lunch from home. He observed, "There is no proper atmosphere of work here. So many technical difficulties are there. Due to the political motivation, there is a lack of rhythm of work". After returning home in the

evening he generally spends his time with his family members. He is, however, very popular in his place of work. Still he is almost isolated at his residence. His wife is a graduate. She maintains the family jobs herself.

Case No. 2: Dr. S. Purkayastha is a chemist. He did his Ph.D. from Indian Institute of Technology, Delhi. He is associated with the Chemistry Department. His native place is Shillong. He is a bachelor and stays in the bachelors' accommodation of the field hostel. He is coming to the plant on foot and by ferry service. His main work is to analyse the coal in order to test the calorific value and to analyse the water to testify the percentage of mineral. Since his work load is too small he passes his extra time by gossiping with his colleagues and reading newspapers and materials. He had good relation with supervisors and workmen. He has his lunch and tiffin in the canteen and at that time he shares his table with supervisors and workmen. After the working hour, he is roams here and there with any friend. NO friend is fixed to this time. After returning home he passes his time with T.V., newspapers, journals and literary papers. Sometimes he takes drinks with his friends.

It has been observed that in some cases, a Hindu employee had a close friendship with a Muslim employee and vice versa. It was also observed that in some cases, Bengali speaking employee had a close relation with one or more non Bengalees. Manithripathi



was a supervisor of the Operation & Maintenance Department. He was more interested to share his table with the Bengalee employees at the tiffin time rather than the non-Bengalee employees. It was observed that in most of the time he was entertaining his extra time with Bengali speaking people rather than non-Bengalees. It is an interesting phenomenon that he could not speak in Bengali. This fact was observed in few cases.

From the given discussion it is observed that in order to make the informal relations, religion or caste are not the important factors. Similar age group and friendship is one of the most important factors in this respect. Language, culture, place of origin, native place, rank and union affiliation are some other minor factors for developing such informal relations.

#### Workers' Attitude towards the Management

It is observed that there is the highly exploitative management which divides the workers and their unions systematically and take advantage of the weakness of them. This is the general criteria for every industry, private or public, whatever the case may be. In most cases, the managements are offering some special facilities to few influential workers or union leaders to keep them within their grips. In this way they try to achieve their goal. This is also true in the case of Farakka Super Thermal Power Project. By the divisionary taktics the trade unions are

operating in this power plant.

Though most of the informants indicated positive attitude towards management/authority, they demonstrated that they in reality had reservations with respect to their relationship with the management. Only a few were definitely positive. They have boldly expressed their opinions. There were different categories of employees (viz. executive, Deputy General Manager and the general workmen) who had shown the negative response towards the management. "They (management) are always trying to build their own service-career and not looking after the project generation or completion of the project in time". This is perhaps the most important issue in almost all of the managements (who are also employee) in the public sector company. There is a general feeling that the executives try to build their career (like award, promotion etc.) at the cost of the subordinates.

#### Class-Conflict

There are serious class-conflicts among the employees (say executives vs. supervisors, supervisors vs. workers, employees vs. Deputy Managers/Managers etc.) in this power plant. Due to such conflict, the power generation programme suffers. And as a result, the employees fail to qualify for any production incentive bonus.

Class conflicts often get reflect through the following:

- (i) Posters against the management.

- (ii) Threatening pasture of the workers against Deputy Managers during office-hours on some petty issue like non availability of socks.
- (iii) In the month of December, 1988, a procession of the workmen and supervisors as well as their family-members gathered in the permanent township to express their grievances against the executives and management. According to the rule of NTPC, the executives may get vehicle loan. By this rule, some of the executives have taken that loan and purchased vehicles. The supervisors demanded that such loans should be given to them also but the management could not oblige.
- (iv) There were several instances when some employees demonstrated a hostile attitude toward their respective superiors. Though the high officials reported that this was possible because there were friendly relations among the employees- but the manifestation of grievances appeared rather too serious.

The following comments of the workers will highlight the nature of conflict:

- (i) "They (management) are always trying to blame the workmen systematically",
- (ii) "Management try to put all the blame on the workers to cover up their own inefficiency".

(iii) "Management is only able to give facilities to the executives but not to workmen or supervisors".

(iv) .... "Management is extremely executive oriented".

As has already been mentioned, the executives are directly appointed by the corporate office (head office, New Delhi) through competitive examinations, whereas the workmen and supervisors are appointed by the local plant. A question may, therefore, arise whether the conflict has any relationship with this fact.

In order to make some idea about the matter, a senior engineer of this power plant was asked to comment. As he responded, "not only the management, the workers are also responsible for creating this type of atmosphere". According to him, the workers are by and large lethargic - they do not want to work and this is happening due to high politicization and lack of work culture among the people. As he told, "people know that they are highly protected by the political party. They know that they would not be jobless if they do not work. For this, they are indifferent about their duties and do not hesitate in creating chaos". He also added that he never before experienced such type of unhealthy atmosphere during his service-life. It is to be mentioned here that the senior engineer worked with the Tatas and some other private sector companies (power plants) before joining FSTPP.

Another respondent too blamed the workers for the unhealthy atmosphere in the power plant. He repeated that was happening due to high political motivation. The respondent was Ph.D. from I.I.T., Delhi. He commented "I like to work but I am sorry to say that there is no atmosphere in this power plant to work with satisfaction".

If there is no satisfaction of workers of an industry, production will not be satisfactory there. Dissatisfaction is one of the important factor to the commitment to work. Due to this it is necessary to highlight the workers' attitude and their commitment to work.