

CHAPTER V

PERSONNEL ADMINISTRATION ; M.S.E.B. AND SOLAPUR URBAN DIVISION (GENERAL)

At present, there are about 1,06,265 employees working in the M.S.E.B. throughout Maharashtra State. They belong to different pay groups and categories. Thus M.S.E.B. maintains a big staff to carry out its energetic and essential public utility functions. The administrative set-up of M.S.E.B., as described above, divided into zones, circles and divisions. The Solapur Urban division is naturally a part of a circle (The Solapur circle) which is part of a zone (the Pune Zone) The total strength of the staff of this division is 610. (Vide Table No. 5.1)

TABLE NO. 5.1

Distribution of the employees in SUD, as to their
Category of work

<u>Sr. No.</u>	<u>Department</u>	<u>Total No. of respondents</u>
1.	Technical	403
2.	Audit and Accounts	130
3.	General Administration	77
		<u>610</u>

In the preceding chapter a general theoretical frame work of a typical public personnel administration is discussed in brief. Against this background responses of the employees belonging to the Solapur urban division could be analysed.

There are 610 employees belonging to different categories and sections working in Solapur urban division. Out of them 125 employees were selected by following the random sample method. It represents all categories of employees, from all the sections coming under this division (Vide Table No. 5.2)

TABLE No. 5.2

Distribution of respondents as to their class

Sr. No.	Class	Total No. of Respondents	Percentage
1.	I	01	01 %
2.	II	16	13 %
3.	III	72	57 %
4.	IV	36	29 %
	Total	125	100 %

Out of these respondents 107 are male employees and 18 are women employees. In addition to the general questionnaire a supplementary questionnaire was given to the women employees for eliciting certain information about necessary amenities to them and allied matters. (Vide questionnaires given in Appendices I and II)

The main questionnaire consists of four parts. The first part termed as personal information covers information such as name, age, sex, educational qualifications, religion, income, size of family, social status etc. This forms the basis or foundations of the analysis. This gives background information of the respondent. The second part deals with information about general working of the office. It includes questions about designation, length of service, salary, provident fund, other allowances, bonus leaves and so on. In addition to these it also tries to elicit information about various amenities available to them. The third section of the questionnaire deals with general basic knowledge of the respondent about general set-up of M.S.E.B. The aim is to elicit information from the respondents about their background knowledge about M.S.E.B. The last and most important part of the questionnaire refers to various aspects and problems pertaining to personnel administration particularly in the context of the Solapur urban division. (Vide : Questionnaire given in Appendix 1 : Questions from 42 to 110)

In the initial stages there were certain misgivings in the mind of the authorities concerned about aims and nature of this enquiry. They were, therefore, reluctant to grant necessary permission and assistance. After a detailed discussion about the nature of this work and constructive approach of this study, they were convinced about the utility and academic aspect of this study. They accorded all help, co-operation and guidance. On the whole, response from the respondents was quite satisfactory. All times, it needed dispelling of their ungrounded fear or general reluctance. On the whole, it may be observed that their attitude was co-operative and helping.

Age -

Person who has completed 18 years may join M.S.E.B. as an employee. Only Class IV employees superannuate at the age of 60 years and employees belonging upper classes (Class I, II and III) retires after completion of 58 years of life. (1)

More than half of the respondents belonged to the age-group between 36 and 45 years. One fourth of the respondents were in the younger group i.e. from 26 to 35 years and 18% of the respondents were in the highest age group category. Relatively their percentage was quite reasonable. (See Table No. 5.3)

1. Maharashtra State Electricity Board,
Employees' Service Regulations, 1980 - P. 16

TABLE NO. 5.3

Distribution of respondents according to their age group in Solapur Urban Division

Sr. No.	Age Group Years	Total No. of Respondents	Percentage
1.	20 to 25 years	02	02 %
2.	26 to 35 years	31	25 %
3.	36 to 45 years	69	55 %
4.	46 to 60 years	23	18 %
	Total	125	100 %

Educational Qualifications

The employees of Solapur Urban Division are divided into three groups namely (i) General Administration, (ii) Technical, and (iii) Accounts. About 2/3 of the staff belonged to the technical section which is the main function of this division. Accounting and general administration are allied or ancillary sections. Naturally the number of employees belonging to these sections are relatively less in number, i.e. 120 and 77 respectively, out of 610.

Because of the relative strengths of these sections persons qualified in technical field are larger in number. Therefore, 5% of respondents are graduates in electrical engineering. 13% of respondents holding diploma in electrical engineering, 2% in mechanical engineering and besides these

7% of them holders of certificates from the Industrial Training Institutes. Thus 27% of respondents have technical qualifications in one form or the other (Vide Table No. 5.4)

TABLE NO. 5.4

Distribution of respondents according to their Educational Qualifications

Sr. No.	Educational Qualification	Total No. of Respondents	Percentage
1.	Post Graduate	03	02 %
2.	Graduate	29	23 %
3.	Bachelor in Ele. Engineering	06	05 %
4.	Under graduate	05	04 %
5.	Diploma in Elec. Engineering	17	13 %
6.	Diploma in Mech. Engineering	02	02 %
7.	I.T.I.	09	07 %
8.	H.S.C.	01	01 %
9.	S.S.C.(Old)	16	13 %
10.	S.S.C. (New)	11	09 %
11.	8th to 10th Standard	15	12 %
12.	1st to 7th Standard	11	09 %
13.	Illiterate	Nil	Nil
		<u>125</u>	<u>100 %</u>

One fourth of the respondents are graduates and 2% of respondents are post-graduates. They belong to two both the ancillary sections, administration and accounts. This position is quite satisfactory. The respondents belonging to Class IV category have less education, less than S.S.C. examination. They constitute 21% of the sample. It is quite heartening that not a single respondent was found to be illiterate.

Religion

Just by way of general enquiry a question was asked about the religion of the respondent. It is found that 85% of the respondents were Hindu, followed by Muslims 9% and Nav-budhas 4%. (Vide Table No. 5.5)

TABLE NO. 5.5

Distribution of respondents as to their Religion

Sr. No.	Religion Group	Total No. of Respondents	Percentage
1.	Hindus	106	85 %
2.	Muslims	11	09 %
3.	Jains	03	02 %
4.	Nav Budhas	05	04 %
	Total	125	100 %

The percentage generally in confirmation with the relative percentages of the religious found in the population of this area.

The sample notes that out of 125 respondents, 28% belonged to the reserved and other than backward (OBC) communities. This shows that the sample is quite representative.

Marital Status

In India, the general practice is that men and women get married at an appropriate age. A man generally gets married when he gets employment. 90% of respondents are married. The percentage of unmarried respondents is quite insignificant, just 7%. Most probably, they must have certain problems or of younger age. 3% of the respondents are widows. (See Table No. 5.6)

TABLE NO. 5.6

Distribution of respondents as to their Marital Status

Sr. No.	Marital Status	Total No. of respondents	Percentage
1.	Married	113	90 %
2.	Unmarried	08	07 %
3.	Widow	04	03 %
	Total	125	100%

The employment in M.S.E.B. must be their main source of income.

The present trend even in India is to live in a separate family rather than in a joint family because of a variety of reasons. But in case of this survey, the picture is somewhat different. 59% of respondents belong to joint families and rest of them to separate families (See Table No. 5.7)

TABLE NO. 5.7

Distribution of respondents as to the nature of their joint/separate families

Sr. No.	Type of family	No. of Respondents	Percentage
1.	Joint Family	74	59 %
2.	Separate Family	51	41 %
		<u>125</u>	<u>100 %</u>

It means that the trend is in favour of joint families. It is encouraging as it shows a spirit of accommodation.



Size of and composition of the Family

If we go by the size of family, it is found that more than half of the respondents have a fairly good size of family i.e. having less than 5 members or so. 42% of the respondents have a middle sized families whose membership is between 6 and 10 members. Very big families (11 to 15 members) are seen in case of 5% of respondents. Only one respondent is a member of a family which has 15 members. (See Table No. 5.8)

TABLE NO. 5.8

Distribution of respondents as to size of their family

Sr. No.	No. of members of family	No. of the respondents	Percentage
1.	1 to 5 members	65	52 %
2.	6 to 10 members	53	42 %
3.	11 to 15 members	06	05 %
4.	15 and above	01	01 %
	Total	125	100 %

India is facing a serious problem population explosion. It would be quite interesting to know the attitudes of the respondents towards their issues or

preference regarding sons and daughters in the light of the population problem.

It is found that 5% and 2% of respondents have only one son or one daughter only. If they have stopped the expansion of their family it is quite encouraging. 2% of the respondents have five daughters. It seems that they liked to have a son and this led to such a situation. 60% of respondents have a son and a daughter (See Tables No. 5.9 and 5.10)

TABLE NO. 5.9

Distribution of respondents as to number of sons and daughters

<u>Sr. No.</u>	<u>Son/Daughter</u>	<u>Respondents</u>	<u>Percentage</u>
1.	Only Son	28	22 %
2.	Only Daughter	11	09 %
3.	Sons & Daughters	75	60 %
4.	No reply	11	09 %
		<u>125</u>	<u>100 %</u>

TABLE NO. 5.10

Distribution of respondents as to number of issues (sons/daughters) they have

<u>Sr. No.</u>	<u>Only son/ only daughter</u>	<u>Respondent</u>	<u>Percentage</u>
1.	One son	07	05 %
2.	Two sons	13	10 %
3.	Three sons	06	05 %
4.	Four sons	01	01 %
5.	One daughter	02	02 %
6.	Two daughters	04	03 %
7.	Three daughters	02	02 %
8.	Four daughters	02	02 %
9.	Five daughters	02	02 %
10.	Sons & Daughters	75	60 %
11.	None any	11	08 %
	Total	125	100 %

Income Level

The levels of income of respondents were studied. It is found that about 1/3 of the respondents belonging to a comfortable income level group i.e. Rs. 3,000/- to Rs. 4,000/- per month. As the employees belonged to higher grades/classes e.g. Class I, II are small in number, naturally the percentage of respondents belonging to

higher income bracket (Rs. 6,000/-and above) is relatively small i.e. 8%. Similarly the percentage of employees belonging to the lowest income group (Rs. 1,000/- to Rs. 2,000/-) is just 3%. This is encouraging. (See Table No. 5.11)

TABLE NO. 5.11

Distribution of respondents according to their size of monthly income

Sr. No.	Income Group in Rs.	Respondents	Percentage
1.	1,000 to 2,000	05	3%
2.	2,000 to 3,000	33	26%
3.	3,000 to 4,000	42	34%
4.	4,000 to 5,000	22	17%
5.	5,000 to 6,000	13	11%
6.	6,000 and above	10	8%
	Total	125	100%

Category of Respondents

The respondents are classified according to the class they belong. As per the general practice the M.S.E.B. has accepted position classification based on various ranks broadly known as Classes I to IV. About 2/3 of the respondents belonged to Class III category followed by 3/10 of the respondents to Class IV categories. (Refer Table No. 5.2)

This is in a relative strength of the total number of employees spread over all these classes.

Length of Service

The respondents may be classified according to the length of service they have put in. Half of the respondents belong to the category of experience been ten and twenty years. One fourth of the respondents are within the category of 20 to 30 years of experience.

(See Table No. 5.12)

TABLE NO. 5.12

Distribution of respondents according to their length of service in M.S.E.B.

<u>Sr. No.</u>	<u>Length of service</u>	<u>Respondents</u>	<u>Percentage</u>
1.	Below 1 year	01	01 %
2.	One to ten years	20	16 %
3.	Ten to twenty years	68	54 %
4.	Twenty to thirty years	32	26 %
5.	Thirty to forty years	04	03 %
	Total	125	100 %

Thus the majority of the respondents are having sufficient experience of work in the M.S.E.B. Therefore, their replies to the questionnaire could be taken as based on their experience.

All the respondents except one are permanent employees of the M.S.E.B. Only one respondent who has joined a few months ago is on probation.

Employees' Service Regulations

Before dealing with the replies of respondents it would be quite useful to know something about service regulations made applicable to the employees of the M.S.E.B. These regulations will give good insight into the service conditions of these employees and serve as good background for the study of responses.

The Maharashtra State Electricity Board has prepared and published a handbook entitled as 'Employees' Service Regulations.' These regulations have been notified to an extent as the need arose. A hand book published in December, 1980 is available. A few correction slips (slips showing modifications) have been added by the officials concerned. It seems that this hand book is prepared after the pattern of the Bombay Civil Service Rules (B.C.S.R.)

The 'Employees' Service Regulations' prepared by the M.S.E.B. are elaborate, exhaustive systematic, comprehensive and well thought. The regulations are crystal clear. Its rapid survey would be quite relevant.

The hand book contains in all 109 regulations. They mainly refer to general conditions of service, pay, leave, travelling allowance, conduct, discipline and appeal, work charged, staff and casual workers etc. This list topics covered, points out the comprehensiveness of the handbook. The regulations deal with all the details required.

Besides these regulations, the hand book contains three schedules. They list minor lapses, acts of misconduct and mentions competent authorities to impose punishment and to hear appeals. Annexures to the hand book gives a model form appointment of enquiry officer, a form of charge sheet, a charge sheet in summary proceedings, a form of show-cause notice, a form of order.

In all there are nineteen useful schedules attached to this hand book. It lays rules pertaining to the delegation of powers and creation of posts and allied matters (first schedule), delegation of power for selections (second schedule), for appointments (third schedule) in respect of promotions (fourth schedule) and in respect of increments (fifth schedule). The fourteenth schedule lays down physical fitness standards and one more important schedule, eighteenth schedule, give directions for determining the correct date of birth of an employee. It would be quite clear from this rapid review of the handbook, certain basic conditions pertaining to personnel administration of M.S.E.B. Are clearly laid down and in sufficient details. Thus, a

faithful implementation of these regulations can from a basis of a health and sound personnel administration of M.S.E.B.

The Electricity (Supply) Act, 1948

The Electricity (Supply) Act passed by the Union Govt. in 1948, is an enabling act for the State Govt.s for establishing State Electricity Boards and other allied bodies. Thus, this act is quite relevant to the working of the M.S.E.B. This Act makes a very good provision for safe-guarding the employees of the Board. It treats them as public servants and makes available necessary protection to them. The relevant sections 81 and 82 may be quoted for further elucidation.

Section 81

' All members and officers and other employees of the Board shall be deemed, when acting or purporting to act in pursuance of any of the provisions of this Act, to be public servants within the meaning of Section 27 of Indian Penal Code. '

Section 82

' No suit, prosecution or other legal proceedings shall lie against any member or officer or other employee of the Board for anything which is in good faith done or intended to be done under this Act.

Thus, these provisions will enable an employee of the M.S.E.B. to discharge his duties as per the rules and regulations without fear if he acts in good faith.

M.S.E.B. Employees' Seniority Regulations

Another important publication of the M.S.E.B. is a booklet entitled as 'Maharashtra State Electricity Board Employees' Seniority Regulations (1961)'. These rules are modified from time to time, if it is necessary. The booklet clearly lays down general principles for ascertaining seniority and for preparation of a seniority list. The rules are quite exhaustive and unambiguous. A rule, for example, may be cited here for determining seniority a length service of the employee is to be found out. In such a situation, a question arises from which date the length of service should be counted. This booklet clarifies this point as follows :

' For purposes of fixing seniority, length of shall be counted from the date of the order of appointment or of promotion and not the date of joining.'⁽¹⁾

Thus it clearly directs that length of service is to be counted from the date of appointment or promotion only.

1. Maharashtra State Electricity Board Employees' Seniority Regulations, 1961, P. 5

As all the three publications, as noted above, lay down rules and regulations in detail and clarify almost all the points, they help narrowing down disputes in certain areas of personnel administration of the M.S.E.B.

Payment for Overtime

The practice of allotting over time work in the Solapur Urban Division is very limited. Only 24% of employees did overtime work and received payment for the same. About half of the respondents preferred to remain silent on this issue. 21% of respondents said they did not do any overtime work (See Table No. 5.13)

TABLE NO. 5.13

Distribution of respondents according to working overtime

<u>Sr. No.</u>	<u>Working Overtime</u>	<u>Respondents</u>	<u>Percentage</u>
1.	Yes	30	24 %
2.	No	26	21 %
3.	No reply	69	55 %
	Total	125	100 %

Most of them were officers. It seems that the general policy followed in this division is not to allow overtime work. This is a good practice.

Leave

Employees' Service Regulations, as discussed above have laid down detailed provisions about various types of leave. The respondents have mentioned that they get all types of leaves according to convenience of the office and employees. The regulations list all types of leaves. It is quite encouraging that it includes study leave also. (1)

The M.S.E.B. has enhanced the facility of accumulation of earned leave still further. It has enhanced the then existing maximum limit of 180 days on accumulation of Earned Leave (Leave on average pay) to 240 days. (2) It is quite favourable to the employees. The decision was given effect from 1.4.1968. Similarly, the then benefit of encashment of unutilised Earned Leave (Leave on Average pay) in respect of retiring employees was also raised to 240 days. (3) This is beneficial to the retiring personnel. This is a good gesture on the part of the Board.

The M.S.E.B. has taken a decision on humanitarian grounds. The whole world is expected to look at the handi-capped persons sympathetically. The Board has also contributed its own share too, towards the assistance of the handicapped employees. The Board allows the physically handicapped persons

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1. Maharashtra State Electricity Board, Employees' Service Regulations, December, 1980 P. 38
 2. Maharashtra State Electricity Board, Administration Report, 1988-89, Page 11.
 3. IBID

employed in the services of the Board to attend office late by half an hour or to leave early by half an hour every day. (1) It means they are given permission to work three hours less per week as compared to other employees of the Board. This must be giving some relief to the handicapped employees as their stamina may be a little bit less than the physically fit persons.

The M.S.E.B. has extended a small humanitarian assistance. The Board has decided to pay to the dependents of the employees who expire, while in service an amount equal to one months' pay as assistance towards funeral expenses. (2) This is quite commendable.

However, from the responses it is noted that there is no provision for reimbursing medical expenses by the Board, or ensuring against risks with the Life Insurance Corporation. Particularly, the personnel working on lines are exposed to fatal risks. These risks should be covered.

So far as the welfare activities such as reading rooms, recreation clubs, canteens, festivals etc., the answers elicited to these questions are not encouraging. In Solapur Urban Division there are no reading room facilities

1. IBID

2. Maharashtra State Electricity Board,
Administration Report, 1989-90

nor are there any recreational amenities. Contents are available but they are not kept clean and tidy. The place for a canteen is an improvised one. The canteens require more attention, need modernisation. In certain factories, food items are available with the canteen at subsidised rates. But in this division no such provision is available. The canteens are run by private businessmen.

In short, the M.S.E.B. is quite particular and careful in laying down service rules and regulations. But in case of certain primary needs, it seems, does not give necessary attention.

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