

## C H A P T E R - V I I

### CONCLUSIONS

In the preceding chapters, the organisation and functions of the M.S.E.B. are discussed. The importance of energy which is in used in the form of electricity is noted. The M.S.E.B. is thus a pioneer organisation dealing with such a vital form of energy. Aspects of personnel administration are also discussed. Against this background, certain aspects of personnel administration are reviewed. This study confined to the study personnel administration of the M.S.E.B. in general and those of Solapur Urban Division of the M.S.E.B. in particular. The conclusions of this study spread out in the preceding chapters could be summed up in this chapter.

Electricity is one of the major forms of energy. There are two sources of energy, viz. (1) conventional and (2) non-conventional. Coal and lignite, oil and gas, hydro electricity are conventional sources of energy. They also include firewood, vegetable wastes, dried dung etc. The non-conventional forms of energy are Solar energy, wind energy and tidal energy.

According to the use, energy could be classified into two types namely commercial energy and non-commercial energy. The commercial energy is generated from such sources that they command a price and the users have to pay for them. Electricity is a major form of commercial energy.

The electric power is put to various uses. Its use in industrial and commercial sectors is going up in India. Similarly the agricultural sector is also relying more and more on electricity rather than other forms of energy. Thus generation, transmission and distribution of electricity have become a major ingredient of economic growth and economic welfare of India. The Maharashtra State Electricity Board (M.S.E.B.) is entrusted with the task of generation, transmission and distribution of electric energy in the Maharashtra State. However, there are a few other agencies who generate electricity in this State. Their efforts are supplementary to those of the M.S.E.B. so far as the generation of electricity is concerned.

Prior to 1947, electricity was generated and distributed by private companies. After the attainment of independence, the Central Govt. passed a comprehensive Act, viz. the Electricity (Supply) Act, 1948 (54 of Act of 1948). The act aimed at provision for the rationalisation

of the production and supply of electricity, and generally for taking measures conducive to electrical development. The Act laid down an elaborate structure, and functions for the State Electricity Boards. Accordingly the Bombay Electricity Board was established. It passed through a number of transformations and finally it took the form of the Maharashtra State Electricity Board on 20th June, 1960.

The M.S.E.B. is entrusted with generation, transmission and distribution of electricity in the Maharashtra State. The apex body of the M.S.E.B. is as known simply as the Maharashtra State Electricity Board. It consists of Chairman, a secretary, and five members. All of them are nominated by the Maharashtra State Govt. Two of the members are known as member (Technical), a member (Accounts) and a member (Administration). The remaining members are drawn from the leaders. The M.S.E.B. has an elaborate administrative set-up.

The Maharashtra State has been divided into 6 zones by the M.S.E.B. for the purpose of efficient administration, for ensuring smooth and co-ordinated operation, for maintaining transmission and distribution net work well. The zones are further divided into circles and circles into divisions,

divisions into sub-divisions. A sub-division is divided into the lowest unit, known as sectional offices or supervising units or distribution centres.

At present there are 6 zones, 32 circles, 71 divisions and 281 sub-divisions. The Pune zone is one of the zones. The Solapur circle is a part of the Pune zone. The Solapur Urban Division is a part of the Solapur Circle. This study has concentrated its attention on the personnel administration of the M.S.E.B. in general and that of Solapur Urban division in particular.

The Solapur urban division of the M.S.E.B. has jurisdiction within the limits of the city of Solapur. The area of Solapur city has undergone changes many a time. Recently, i.e. a few months back, it has been enlarged by six times and consequently it has enlarged the jurisdiction and responsibilities of the Solapur Urban Division to that extent. The Solapur urban division supply 65 MW of electricity everyday to 85448 consumers belonging to various categories.

Broadly, the principal areas of personnel administration refer to recruitment, selection and certification for appointment classification, determination of pay scales and

other conditions of service, promotion, conduct and discipline, training, superannuation arrangements and employer-employee relations. Personnel administration involves much more than 'routine salary administration' It spreads over man power planning, image building, conflict resolution, work place environment and so on. However, this study is mainly confined to certain basic areas of personnel administration such as recruitment, selection training, pay scales and other conditions of service, promotion, superannuation arrangements and employee-employer relations.

At present there are about 1,06,265 employees working in the M.S.E.B. throughout Maharashtra State. Out of them 610 employees work in the Solapur urban division. The employees belong to four different pay groups such as pay groups I, II, III and IV. These employees belong to three different wings namely Technical, General Administration and Accounts wings.

The M.S.E.B. has prepared and published a hand book entitled as 'Employees' Service Regulations.' These regulations have been modified from time to time. These regulations are elaborate, exhaustive, systematic, comprehensive and well thought out. The regulations are crystal clear. Therefore, they form a solid base for the personnel administration of the M.S.E.B. However, some of the respondent

have complained that these regulations have become very old. They were basically prepared during the British regime and based on the policy prevailed at that time. The whole scenario and set-up have undergone radical changes, therefore, these regulations need a thorough revision. The revision should be done after holding discussion with the representatives' of the employees. This suggestion is worth considering.

Another publication of the M.S.E.B. entitled as 'Maharashtra State Electricity Board Employees' Seniority Regulations (1961); is quite useful and serves a frame work for fixing seniority of the employees of the M.S.E.B.

The annual administration report prepared by the M.S.E.B. and presented to the Govt. of Maharashtra are quite elaborate, attractive and informative. The Maharashtra Electricity (Supply) Rules, 1963 are prepared by the Govt. of Maharashtra in Industries, Energy and Labour Department. The rule No. 57 directs the M.S.E.B. to submit its annual report every year. It further lays down 'the Board shall as soon as possible, after the 31st day of March in each year but not later than the 30th day of September next following submit to the State Govt. an annual report of the M.S.E.B.'s operations during the financial year ending on 31st day of March.' The rule further lays down the format and contents of the report. Therefore, the

annual reports of the M.S.E.B. are elaborate and rich with all types of information pertaining to the various aspects of the M.S.E.B. The reports are quite helpful and authentic to its studying personnel administration of the M.S.E.B.

The appointments of all the posts belonging to any group and creation of posts of all categories are made by the Head Office of the M.S.E.B., Bombay. The Circle Office is empowered to appointments to all posts in pay groups III and IV at the circle level. The Division Office is authorised to make appointments to the posts in pay group IV, at the divisional level. The respondents in general are satisfied with the present recruitment procedure. There is direct as well as indirect recruitment. The M.S.E.B. follows the State Govt.'s policy of reservation of posts for backward class communities. Due representation is given to the persons belonging to the various categories of backward classes.

There are seniority selection board at different levels such as State level, Circle level and Divisional level. The composition of these boards is well laid down. It is quite representative and ideal. To safeguard the interests of the candidates from the backward communities a member from those communities is appointed on the respective boards. Certain concessions, relaxations in rules are given to the persons belonging to these communities.

The handicaps also given due consideration in their working hours.

The M.S.E.B. has made elaborate and systematic arrangements for training of its staff belonging to different cadres and skills. It has accepted the importance of training and it is reflected in its training programme. The Board has established a well equipped training centre at Nasik. It provides for training to different categories of employees. The Board conducts qualifying examinations for its employees from different categories. The programme is systematic and comprehensive. These training programmes and departmental examination must be contributing a lot to the efficiency of the M.S.E.B. The respondents have offered certain suggestions as to the timing, duration, periodicity and other matters pertaining to the training programmes for the employees. The Board may study them and implement them if they think fit.

The superannuation age for the employees is governed by rules as in the case of Govt. of Maharashtra. The employees receive their provident fund and an appreciation certificate after retirement. The introduction of pension schemes may be considered by the Board.

A supplementary questionnaire issued to the women employees of the Solapur urban division of M.S.E.B. They



have asked for certain amenities regarding rest rooms, canteen, reading room, crenches, changes in transfer rules, wash rooms and so on. The Board should accept their suggestions and implement the same without further delay.

The employee-employer relations on the whole, are cordial. There have been certain occasions of conflict and they were solved only by agitational methods. There are number of trade unions of the employees. It would be better if there are two and if possible one trade union. A joint machinery for consultation may be tried to maintain good relations.

Privatisation of industries is a burning issue of the day. The respondents have vehemently opposed to the privatisation of the M.S.E.B. They have put forth certain plausible reasons. But one can put forward counter arguments also. Particularly the efficiency and public orientedness responsiveness of the M.S.E.B. should be developed without further delay. The same is the case with computerisation or so.

The personnel administration of M.S.E.B. is basically sound it needs certain modifications at certain points mentioned above.

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