

C H A P T E R 1

I N T R O D U C T O R Y

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The most important single factor which can act as a constraint on economic growth of a country is the availability of energy. There is a direct co-relation between the degree of economic growth, the size of per capita income and per capita consumption of energy. Since energy is an essential input to all productive economic activity, the process of economic development inevitably demands increasingly higher levels of energy consumption. Energy is used for other purposes also such as lighting, cooking food etc.

Whenever we talk of energy, we think of thousands of large and small factories and workshops burning fuel, the millions of farmers using kerosene, diesel and the electricity, to operate their pumpsets, millions of cars, buses, trucks, railways, aeroplanes and other vehicles using petrol and diesel. In other words we think of energy used for commercial purposes. Rarely, we consider the fire wood, dried dung, agricultural wastes and other material which are used as cooking fuel. In fact half of all the energy consumed in India is spent on cooking food, nearly double the energy consumed by industry and agriculture together.

Broadly there are two sources of energy viz. commercial energy and non-commercial energy. Commercial energy or more correctly, commercial sources of energy consists of coal, petroleum and electricity. These sources are commercial in the sense that they command a price and the users have to pay for them. Commercial energy, accounts for over 50 percent of oil energy consumption in India. Non-commercial sources of energy covers fire wood, vegetables, wastes, dried dung etc. These sources are described as non-commercial sources as they are supposed to be free and command no price.

The above sources of energy are known as conventional sources of energy. Besides these, there are three other sources of energy. They are commonly called as non-conventional sources of energy. They include Solar energy, wind energy and tidal energy.

The main sources of commercial energy are (i) coal and lignite; (ii) oil and gas; (iii) electricity; and (iv) uranium. Among these sources electricity is a major form of commercial energy.

ELECTRICITY

Electric power, which is a major form of energy is an essential ingredient of economic development. It is

required for commercial as well as non-commercial uses. Commercial uses of power refer to the use of electric power in industry, agriculture and transport. Non-commercial uses of electric power covers domestic lighting, cooking, use of mechanical gadgets like refrigerators, air-conditioners, fans, mixers, televisions sets and so on.

With the growth of population and with the increase in the use of modern gadgets in daily life, it is quite natural that the demand for electricity for domestic use should grow at a fast rate. The economic growth, mainly industrial growth prompt higher and higher demand for the electricity.

During the period between 1960-61 and 1985-86 domestic use of electricity as power has gone up from 11% to 14% as compared to that for industrial purposes has moved down from 69% to 54%. (Vide Table No. 1)

TABLE NO. 1.1

Utilisation of Electric Power

Sr. No.	Name of Utilisation	Years -			
		60-61	70-71	80-81	85-86
1.	Industrial Power	69	68	58	54
2.	Agricultural Power	06	10	18	19
3.	Railway Traction	03	03	03	03
4.	Public Lighting	11	10	10	10
5.	Domestic Use	11	05	11	14
	Percentage	100	100	100	100

Source : Economic Survey, 1987-88

Another notable feature is the increasing use of electricity in agriculture, with programmes of rural electrification the demand for power for lift irrigation and energisation of pumpsets, has increased during recent years.

The establishment of new industries like iron and steel, machine tools, engineering, fertilisers etc. and expansion of capacity of non-consumer goods industries, have led to considerable increase in the consumption of Power in India.

Thus the electricity has a form of energy occupies a pivotal position in the economic growth of India and

welfare of the people of this country. The generation and supply of electric energy has become important. Thus, it points to the need and importance of an efficient and suitable agency for discharging these functions. In Maharashtra state these functions are entrusted to the Maharashtra State Electricity Board (M.S.E.B.). After having gone thoroughly various stages, the M.S.E.B. was established on 20th June, 1960 (Its history is narrated in Chapter No. 3).

It is obvious that efficient and smooth functioning of the M.S.E.B. vital for the economic growth and welfare of the people of this state. The personnel of the M.S.E.B. are the main stay of its efficient functioning. Thus, a study of personal administration of M.S.E.B. is important. A study of personnel administration of the M.S.E.B. is undertaken in this dissertation.

The M.S.E.B. has a large network of administration and it employees, at present, in all 1,06,265 employees. ⁽¹⁾

1. Maharashtra State Electricity Board,
Administration Report 1989-90, P. 15.

These employees belongs to different cadres and some of them are technicians. The rest of them may be termed as non-technical staff which mainly includes administrative, clerical and menial staff. This study has its focus on the personnel administration of the M.S.E.B. As the Board's administrative set up extends to all over Maharashtra, a general outline of its administrative set-up is studied. A detailed study of Solapur Urban Division is undertaken.

The Solapur Urban Division like the M.S.E.B. has a staff belonging to various categories (Vide Statement No. 1.1) In all there are 610 employees working in the Solapur Urban Division (SUD). A detailed questionnaire was administered to respondents. The respondents were chosen on a random principle. Thus it is quite representative of the division. While selecting the respondents due care was taken that the sample represents various categories of employees, as well as male and female employees.

Besides, the questionnaire, discussions were held with knowledgable persons connected with the M.S.E.B. Similarly, there were informal discussions between the concerned trade union activists and the researcher. All these discussions helped the researcher to gain some insight into the working of the M.S.E.B. and various aspects of its personnel administration.

STATEMENT NC. 1.1

Distribution of Employees of Solapur Urban Division (SUD)
as per their classes

Sr. No.	Department	Class	Total Posts
A) <u>TECHNICAL</u>			
1.	Executive Engineer	I	1
2.	Deputy Executive Engineer	I	2
3.	Assistant Engineer	II	5
4.	Junior Engineer	II	25
5.	Sub Engineer	III	13
6.	Line Construction Foreman	III	2
7.	Junior Draftsman	III	1
8.	Tracer	III	1
9.	Artisan 'A' (Mech)	III	1
10.	Artisan 'A' (Transformer Repair)	III	3
11.	Artisan 'C' Electrical	III	1
12.	Meter Tester Gr. I	III	1
13.	Meter Tester Gr. II	III	5
14.	Meter Inspector Gr. I	III	2
15.	Cable Jointer	III	1
16.	Assistant Cable Jointer	III	1
17.	Line Foreman/Line Inspector	III	10
18.	Lineman	III	29
19.	Junior Operator	III	28
20.	Artisan 'A' Fitter	IV	1
21.	Artisan 'D' Wireman	IV	2
22.	Assistant Lineman	IV	116
23.	Helper (F.C.W.)	IV	8
24.	Line Helper	IV	142
25.	Vehicle Cleaner	IV	2
			<u>403</u>

Sr. No.	Department	Class	Total Posts
B) <u>AUDIT</u>			
1.	Divisional Accountant Gen/Rev.	II	2
2.	Assistant Accountant	III	7
3.	Assistant Auditor	III	1
4.	Upper Divisional Clerk	III	29
5.	Lower Divisional Clerk	III	91
			--- 130 ---
C) <u>GENERAL ADMINISTRATION</u>			
1.	Establishment Superintendent	II	1
2.	Head Clerk	III	1
3.	Upper Divisional Clerk	III	1
4.	Lower Divisional Clerk	III	15
5.	Lower Divisional Clerk -cum-Typist	III	4
6.	Stenographer	III	1
7.	Typist	III	2
8.	Driver	III	8
9.	Telephone Operator	IV	3
10.	Bradma Operators	III	4
11.	Peon (Bill Distribution)	IV	9
12.	Peons	IV	11
13.	Daftari	IV	3
14.	Watchman	IV	11
15.	Khansama	IV	1
16.	Sweeper	IV	2
			--- 77 ---

GRAND TOTAL : 610 Employees in SUD

Source : Information supplied by the Office.



Relevant books, statistics, rules and regulations, journals, annual reports of the M.S.E.B. and administrative reports of the M.S.E.B. were consulted which provided with certain valuable information.

Scheme of the Study

This dissertation is divided into seven chapters. These contents could be outlined as below.

Chapter 1 : Introductory - This introductory chapter deals with importance of energy, types of energy in brief and discusses importance of electricity as a form energy. The M.S.E.B. is obviously concerned with the generation, transmission and distribution of energy in Maharashtra state. A broadline of its work and its personnel are given in this chapter.

Chapter 2 : The second chapter is captioned as 'Organisation and Functions of the Maharashtra State Electricity Board'. This chapter traces the genesis of the Board, its establishment and its transformation in the M.S.E.B. The composition of the Board, the apex body of the M.S.E.B. is discussed. The jurisdiction of the M.S.E.B. is extended to the whole area of Maharashtra.

The Board has conveniently divided its administrative set-up into zones, zones into circles and circles into divisions and so on. The Solapur Urban Division is a division in Solapur Circle and constitutes a division confined to the urban limits of Solapur. This chapter defines and delineates the field set-up of the Board.

The Board discharges three functions; viz. (1) Generation; (2) Transmission; and (3) Distribution of energy. They are discussed in this chapter in brief. Thus, this chapter acquaints with the organisation and functions of the M.S.E.B.

Chapter 3 : Solapur Urban Division. This study has a special reference to the Solapur Urban Division. This chapter describes the territorial jurisdiction of this division, a general set up of Solapur urban area. This chapter attempts to draw a profile of the Solapur urban division from the point of view of personnel administration of M.S.E.B.

Chapter 4 : Personnel Administration - The main thrust of this study is personnel administration of the M.S.E.B. It, therefore, necessitates a theoretical background of personnel administration in the context of the M.S.E.B. It, therefore, deals with topics such as recruitment, selection, promotion, position classification, training employee-employer relations, superannuation benefits and so on.

Chapter 5 and 6 : These two chapters discuss, analyse various provisions pertaining to personnel administration of the M.S.E.B. in general and that of Solapur urban division in particular. A reference is made to various rules and regulations in the context of personnel administration. The responses to questionnaires have been analysed in these chapters and conclusions are drawn.

Chapter 7 : Conclusions - This chapter brings together all the conclusions of this study and sum there up.

Besides these chapters the study contains maps, tables, statements, charts and appendices etc.

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