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## **A REVIEW OF PERSONNEL POLICIES AND PRACTICES IN PUNJAB STATE ELECTRICITY BOARD**

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# **A Review of Personnel Policies and Practices in Punjab State Electricity Board**

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**Abstract – Power industry is the most important industry for the realization of social and economic goals of a country. PSEB thus has a special role to play in the state of Punjab, It has done commendable job on certain fronts like 100% electrification of rural areas but the administration level of PSEB is far from satisfactory. Similarly Personnel Management of PSEB is a very important concept to be considered while studying and analyzing board's performance because it has pro-found impact on the outlook, well-being and attitudes of organizational members and thus their overall performance. In this study emphasis lies on Personnel Management in P.S.E.B**

## **INTRODUCTION**

The importance of personnel management is being increasingly realized in industrial and non-industrial organization both India and abroad. With the change in social climate value and norms, changes are also seen in the employees who join the organization today. While these can be great assets to the organization they become problem if the organization is not able to manage human resource properly.

Personnel Management concerned with managing "People at work" such people involved all level's employees of organization. Personnel Management has been defined as play organizes, directing, train, recruit, select, place and motivate of human resource so that industrial, social and organization objective could be achieved.

However, organization has realized that human resources are more valuable than other resources. It can be orginsed that progress of an organization and sustainable economic growth of the country are depending upon the continued availability of appropriate man power. So personnel or Man power management is the task of handling the human problems of an organization. The management of human resources is very complicated and challenging task for these who are interested with successful running of an organization.

"Personnel Management is the planning organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that

individual, organizational and social objectives are accomplished."

## **PUNJAB STATE ELECTRICITY BOARD AN OVERVIEW**

In modern the pattern of social and working habits has made mankind fully dependent on electricity. Moreover the society as a whole expects the electricity supply to be continuously available. Electricity has great significance for people across cultures and countries. Any interoperation in the supply of electricity causes not only inconvenience but also certain tangible impact. Consider the modern life without electricity no, one can even imagine it. When someone asked the 1st Prime Minister of free India Pt. Jawahar Lal Nehru about his passion for hydel dams he replied "DAMS ARE THE TEMPLES OF MODREN INDIA)

The Punjab State Electricity Board was constituted on the first day of Feb, 1959 under section (5) (1) of the electricity (Supply) Act 1948. Subsequently, the state of Punjab was re-organised under the "Punjab Re-organization Act, 1966" and the Board in its present form comes into existence with effect from the first day of May, 1967.

Punjab State Electricity Board is a utility for one of the essential services for general public because power of supply is the basic need of each and every household. Economy as well as growth of the state is primarily dependent on Power. So there is essential

need of efficient and reliable manpower management in P.S.E.B.

This is however made clear that the personnel policies of P.S.E.B serve as guidelines to give consistency and continuity to total function in an organization.

Supervisors are being pressurized to improve a quality, Increase productivity, minimized managerial and administrative problems, cut down waste, eliminate in efficiency.

## OBJECTIVES OF THE STUDY

### STATUS OF MAN POWER

#### Responsibility Centre-Secretary-Personnel

SR. NO	CATEGORY	SANCTIONED STRENGTH			ACTUAL DEPLOYMENT		
		AS ON 31.3.05	CREATION	ABOLITION	AS ON 31.03.06	AS ON 31.3.05	AS ON 31.03.06
			DURING 4/05 To 3/06			31.03.06	31.3.05
1	2	3	4	5	6	7	8
1	<u>Officers</u> a)Engg./Tech. b)Gen./Admn. c)Accounts	2604	53	70	2587		
		183	4	2	185		
		99	2	1	100		
2	<u>Subordinates</u> a)Line Staff b)Others	2886	59	73	2872	2293	2148
		55236	151	978	54409		
		13890	25	35	13880		
3	<u>Class IV</u>	69126	176	1013	68289	58936	56610
4	<u>Total Regular</u>	12593	157	109	12641	9905	9964
5	<u>W/C&amp;Daily</u>	84605	392	1195	83802	71134	68722
6	<u>Total Man Power</u>					8546	8131
						79680	76853

Many critics have regarded the electricity board as "Loss making machine" and this is fact in Punjab State Electricity Board is facing losses. Due to administrative, finance, commercial, technical problems, Researcher's study has given emphasis only administrative/personnel problems of P.S.E.B. So this study may be helpful provide systematic and efficient administrative framework to the P.S.E.B. which is an essential for running a successful organization.

### **THE BROAD OBJECTIVES OF THE STUDY ARE :-**

1. To suggest suitable personnel policies measures for accelerated development of P.S.E.B's administration to provide comprehensive frame work for the overall development of people in organization by developing constructive mind and overall personality of each and every people of P.S.E.B.
2. To study on effectiveness, research on employee, welfare measures, employee motivation and quality of working life in P.S.E.B.
3. To measure the problem of personnel policies in P.S.E.B. and identifying organization intention in recruitment, selection, training, promotion polices development and suitability.
4. The study emphasis continuous and dynamic process of P.S.E.B. which believes in the need for continuous development of personnel to face the innumerable challenges in the functioning of an organization.
5. To study plan and systematic approach to the development of organization and staff and examined the declaring performance of managerial power which effects to overall organization efficiency.
6. To build high degree of P.S.E.B.'s consumers satisfaction by providing them prompt and efficient services of human resource departments.
7. To identify the examined many personnel research problems by giving brief description of problem allotted by board investigation.
8. To suggest how the detection of theft enforcement staff and theft operation staff.
9. To study and investigate personnel causes of electrical fatal accidents and to evolve personnel remedial measure for reducing the same.
10. To access the growing importance of need to privatization in P.S.E.B. and other related aspects.

11. To study also witness certain administrative causes for "Generation of Power" and economical and efficient Transmission and Distribution System of P.S.E.B.

## **IMPORTANCE**

The demand of electricity continuously increasing with rising level of aspiration and expectation of the society. Human Resources are most significant and only active factor of organization. Punjab State Electricity Board needs the greatest concern for enhancing the capabilities of the individual also needs the greatest involvement on an employee in various aspects of his work.

The collective efforts of employee and employer assumes relevance in this study and this is where personnel management and personnel policies can play a crucial role. In this research personnel policies are the modest attempt towards the understanding of human resource in the P.S.E.B. The study contents have been logically divided into different section and application of the Personnel Policies in P.S.E.B.

- i) To study the extent of effectiveness of sources and aspects of recruitment and methods of training adopted. Also suggest a personnel policy for smooth functioning in these both process of P.S.E.B.
- ii) To give an overview of employee welfare measures provided in P.S.E.B.
- iii) To study the value of different factor influencing of motivation of employee in P.S.E.B.
- iv) To suggest a suitable personnel policy would improve management quality system of Punjab State Electricity Board.
- v) Significance of Analysis and Research is to examined strength and progress of Punjab State Electricity Board.
- vi) To suggest the some ideas for providing uniformity in actions of personnel management to organization framework of P.S.E.B. and ample scope for improving the principle, practice and procedure of the board.
- vii) Significance of study in why system of deputation and adhoc for government department was not found to be prudent in P.S.E.B.
- viii) This study also emphasis the facts that Punjab State Electricity Board is monopolistic organization and have not any competitor in Punjab State even then it is incurring losses and this is also cause under development of

personnel department although why P.S.E.B underdeveloped organization.

## **LITERATURE REVIEW**

Most of past studies available in related areas have been carried out in the western nations.

### **Captain Henry Metcalf-**

(1917) formed the Bureau of Personnel Administration in New York under his direction. His book 'the cost of manufacturers and the administration of workshop: Public and private were published. This work was appreciated and recognized as a pioneering work on management. His emphasis was on the comparison of the art of administration.

### **Management THINKERS: (1920-1930)**

Consultant and practicing managers like Col. L.F. Urwick, James D Mooney and Allan C. Reiley, Ralph C. Davis, Luther Gulick and others, expounded their views on different aspects of organization and management. These thinkers expressed their views not only on the principles of management but also on organization.

### **Koontz, 1961**

In his famous article, "The Management Theory Jungle" (Academy of Management Journal, Dec. 1961) has described six major School of management thought: a) The Management process school, b) The Human behavior school, c) The Empirical School, d) The Social System School, 5) The Decision Theory School 6) The Mathematical School

### **John B Miner (1973)**

In his famous book 'The management process' Theory, Research and Practice has given only the classification of management though. At present there is emphasis on an integrative view of management.

### **Cheter I. Barnard (1981)**

Spicily classical approach. He formulated several theories regarding the function of executive. He never conducted formal empirical investigations. Whatever he wrote was the result of his extensive knowledge and experience.

### **P. K. Ghosh and G. S. Gupta (1980)**

In their titled 'Management Control in Electricity supply undertaking' examined some of the organization and management aspect of control in urban electricity supply undertaking.

- ❖ Management slacks is partly due to unplanned system of man power planning.
- ❖ Particularly training arrangement for personnel and their placement in the organization
- ❖ The author also witnesses certain conflicts between the engineer personnel and purely managerial cadres.

### **S. S. Bhayana (1987)**

In his case study of Haryana State Electricity Board (H.S.E.B.) observed that without well run organization, our standard of living, our level of culture and our democratic life count not be maintained. Generation of electricity of employee opportunities giving electricity connection, distribution of electricity, rural electricity, cheaper electrical , This research is relating to

- Multiplicity of Unions.
- Everyone need of democratic union from superior to peon.
- There are not proper procedure reorganizations for the board level.
- Board office has not valid and genuine record of the existing unions.
- There were agitation, dharnas, strikes etc.
- Relationship between employees and employers far from satisfactory.

### **Ron Allan**

In his paper 'Power System Reliability Assessments. A conceptual and historical review provides aspects of development of relating to Management system reliability.

### **Navjot Kaur (Oct. 2000)**

Studies emphasis on electrically interruption to commercial consumers in the State of Punjab. This research also evaluates some personnel policies of P.S.E.B.

### **HYPOTHESIS**

Electricity is one of the essential ingredients of growth in a developing economy like that of India. The functioning of P.S.E.B. is not to be carried on smoothly. The reason for this inconvenience is that there are no proper policy and procedures of recruitment, training, promotion etc. Personnel policies framed by the PSEB are not being implemented properly, so it must be applied for smooth functioning.

Hypothesis is also based on concept that P.S.E.B is facing many problems from personnel-administration department. Problems of undisciplined workers participation in management, inefficient man power, below life standard, unnecessary pressure from daily wage, favoritism in AQR, inaccuracy in MIR, HRD growth, security wing management problem, , theft etc.

### **METHODOLOGY**

This investigation used qualitative as well as quantitative approach in P.S.E.B research to conduct the proposed study in the different manners. The collection of data from personal visit in Head office i.e. Patiala, and some sub-station circle office. The researcher study will be based on primary and secondary data sources, the secondary data would be gathered from publisher (annually and periodically published) and unpublished sources.

#### **The sources of primary data are:**

- \* Personal visit of investigator
- \* Questionnaires filled by employees
- \* Examined Historical Study
- \* Interviews
- \* Random sampling method
- \* Other Mathematical Survey Methods
- \* Case Study

#### **The sources of secondary data are:-**

- ❖ Management information report of P.S.E.B.
- ❖ Annual Administration report of P.S.E.B.
- ❖ Annual performance of Budgets
- ❖ Annual financial statement
- ❖ Bulletin and Magazines
- ❖ Journal, Books related to the electricity board etc.

#### **Stages of research or steps of research methodology are listed below:**

1. Introduction (identification, selection, and statements of research topic)
2. Extensive literature survey and formulating the research problem.

3. Developing the hypothesis.
4. Preparing the research design.
5. Determining the sample size (sample selection)
6. Collection and analysis of data (collection and tabulation)
7. Hypothesis testing.
8. Interpretation and preparation of the report.

Moreover, the focus of the researcher may be on data collection. Personnel Departments, consultants, Academic Institutions, Govt. Agencies, often collect information relating to various aspect of personnel management in organization by applying action research's needs. The following statistical techniques will be applied

- (1) Average
- (2) Dispersion
- (3) Correlation (Simple, Partial, and Multiple)
- (4) Regression (Simple and Multiple)

## LIMITATION OF THE STUDY

All the researches are done in a limited area keeping in view limitation of subject concerned. Researcher's study is limited to a particular subject which is Personnel Policies and Practices in Punjab State Electricity Board having limited area i.e. State of Punjab. Research will be done only in management or improvement of personnel policies and practices. Finally all research is based on sample size, respondent errors .time etc. and recommendations by investigator are his own personal views only, it may create appropriate result also.

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