CHAPTER – III: THE APSPDCL DIVISIONS UNDER STUDY AND THE RESPONDENTS - A PORTRAYAL

Power sector and APSPDCL – a Brief

Energy is the prime mover of economic growth and is vital to the substance of a modern economy. Future economic growth crucially depends on the long-term availability of energy from sources that are accessible and environmentally friendly. India ranks sixth in the world in total energy consumption and needs to accelerate the development of the sector to meet its growth aspirations. The country, though rich in coal and abundantly endowed with renewable in the form of solar, wind, hydro and bio-energy has very small hydrocarbon reserves (0.4% of the world’s reserve). India, like many other developing countries, is a net importer of energy, more than 25 percent of primary energy needs being met through imports mainly in the form of crude oil and natural gas. The rising oil imports bill has been the focus of serious concern due to the pressure it has placed on scarce foreign exchange resources and is also largely responsible for energy supply shortages. The sub-optimal consumption of commercial energy adversely affects the productive sectors, which in turn hampers economic growth.

India is the second largest country in the world in terms of population (over 1 billion) and the seventh largest in terms of geographical area (3.3 million sq.km). India achieved freedom from British colonial rule in 1947 and soon embarked on a massive infrastructure building exercise. Power (electricity), being one of the most critical infrastructures of the modern industrial economy, received high priority and resources (person power as well as financial). The Republic of India is the country that occupies most of the Indian subcontinent in Southern Asia and is the second most populous country in the world. It has a long history but today it is considered as a developing nation as well as the world's largest democracy. India has twenty eight states (apart from five union territories) and the constitution of India clearly demarcates authority and responsibility of state and central government. Those are:

Andhra Pradesh is a state situated on the south-eastern coast of India. It is India's fourth largest state by area and fifth largest by population. Its capital and largest city is Hyderabad. The state has the second longest coastline (972 km) among all the states of India, the longest coastline being that of Gujarat (1600 km).

Andhra Pradesh is historically called the "Rice Bowl of India". More than 77 per cent of its crop is rice. Two major rivers, the Godavari and the Krishna run across the state. A small enclave (12 sq mi (30 km)), the Yanam district of Puducherry, lies in the Godavari Delta in the north east of the state. The state was formed in 1953 from parts of Madras and Hyderabad states. Later it was extended in 1956 to include the majority of Telugu Speakers in the Hyderabad area. Andhra Pradesh was formed from Andhra State on 1 November 1956.

Andhra Pradesh can be divided into three regions, namely Telangana, Coastal Andhra and Rayalaseema. Andhra Pradesh has 23 districts, namely, Anantapur, Chittor, Kadapa, East Godavari, Guntur, Krishna, Kurnool, Sri Potti Sreeramulu Nellore, Prakasam, Srikakulam, Visakhapatnam, Vijayanagaram, West Godavari, Medak, Rangareddy, Karimnagar, Khammam, Hyderabad, Adilabad, Nalgonda, Nizamabad and Mahabubnagar. Anantapur is the largest district of the state and the 7th largest district in India with an area of 19130 km². Multiple mandals and each mandal is a group of a few villages.

On 9 December 2009, Government of India announced process of formation of Telangana state. It was announced that a separation proposal for Telangana would be introduced to the state assembly. On February 18, 2014 the 15th Lok Sabha passed the resolution for creation of state of Telangana. Rajya Sabha passed the bill on February 20, 2014. The bill needs the approval of the President upon which Telangana will become the 29th state of India.

THE POWER INDUSTRY STRUCTURE IN INDIA

The power system in India is organized as five geographical regions for administrative purposes, management of transmission systems (regional grids), and
load dispatch functions and for the purpose of balancing & settling of inter-state energy transactions. The five regional grids are connected by high voltage AC & DC transmission lines thus forming a unified national grid catering to the inter-state & inter-region transfer of electricity.

**Electric power generation in India:** is done mostly by government sector entities, and are controlled by various central public sector corporations, like National Hydroelectric Power Corporation, National Thermal Power Corporation and various state level corporations (State Electricity Boards - SEBs). The transmission and distribution is by the State Electricity Boards (SEBs) or private companies.

The electricity industry is undergoing transformation through paradigm changes in government policies, economic environment and consumer awareness. Unlike the past, electricity generation, transmission and distribution are now considered as commercial activities. Profit is no more a dirty word. From this changing business context has emerged a new factor for success: the competitive spirit to achieve higher productivity and satisfaction.

**POWER SECTOR IN ANDHRA PRADESH**

With the formation of the state in 1953, diesel sets were installed in all the districts and other local areas to quickly build up an autonomous state capacity and deal with the usually associated long gestation periods and transmission constraints. Existing supply constraints had led to a very low per capita consumption in the state and measures were needed to boost it up for the overall development of the state. Electricity took a back seat in the development in the world, in particularly in Andhra Pradesh. It has 3 regions prior to the formation of Andhra Pradesh State Electricity Board. The APSEB was formed in 1959 under the provisions of Electricity (Supply) Act, 1948. The board has been responsible for power Generation, Transmission, and Distribution for the overall development of the power sector in Andhra Pradesh, until the reforms were introduced. In this, an attempt is made to present the scenario of power supply in all the 3 regions of Andhra Pradesh, namely, Coastal Andhra, Rayalaseema, and Telangana prior to the formation of APSEB. Private energy establishments started to supply power from the middle of 1950’s to Vizag, East Godavari and West Godavari Districts. In Krishna District, Vijayawada and
Machilipatnam, have got electricity in 1930 and 1933 respectively. Guntur was electrified in 1932, Narasaraopet in 1936 and Ongole in 1937. APSEB started supply of electricity to all these places from 1959. Nellore was supplied with electricity by private power establishments from 1934 and from Nellore Thermal Power Station from 1950, from Muchkund from 1956 and Tungabadra from 1965.

Anantapur has poor electric supply from Mysore from 1933, but it gradually improved by 1953. Electricity was supplied to Hindupur by 1958 and all taluks of Anantapur by 1965. In Cuddapah, private power supply came to Produtur in 1936, Hydel power from Tungabadra in 1957, Pulivendula, Badvel, and Rajampet were electrified in 1955, Komalapuram in 1957, and Nandyal in 1960. By 1965 all the town of Cuddapah has power supply. Government took over electric supply to Kurnool from Jogfalls in 1946. Markapur and Cumbum have diesel power stations by 1957, Srisailam was electrified by 1963 and by 1965, and power was extended to 216 villages. In Chittor, a private power supply company brought power from Vellore to Chittor and by 1965, Hydel power stations of Tungabadra supplied power to the entire district.

Power supply has enormously increased to Hyderabad from 35,000 KW to 72,000 KW by 1966. Extension of power to villages was started in 1956 reaching 221 villages by March, 1967. Nizamabad has power supply from 1933 with extension to Nizamsagar in 1962. Adilabad has power from Sirpur Paper Mill Limited, from 1956-57., till it was connected to Ramagundam Thermal Station in 1960-61. Medak had no power supply till 1952-53, till it was supplied by Rural Electrification Corporation in 1955 and by March 1960, the district has complete power supply, Nalgonda has no power supply in 1957.

Warangal has electricity from 1956 from Azam Shah Mills, later met by Kothagudem Super Thermal Station, with 4 stations at Warangal, Janagam, Mylaram, and Marripeda, Khamman has a diesel power station in 1950 later connected to Kothagudem Thermal Station.

Karimnagar too started a diesel power station in 1950. Later it was started a diesel power station. In 1950 later it was connected to Ramagundam in 1957. Mahaboobnagar has electricity from Narayanapet during 1935-36, till APSEB took
over in 1958-59 with 3 small diesel generators, extending power supply to all taluks head quarters by 1960-70.

**PERIOD FROM THE FORMATION OF APSEB**

APSEB was formed in April, 1959 under the provisions of Electricity (Supply) Act, 1948. APSEB has always maintained high level of performance on the Government side. The Plant load factor of Thermal generating stations was 65.83 percent in 1990-91. Some of the generations stations like Vijayawada Thermal Power Stations (VTPS) was awarded productivity award for the 3rd time in succession for operating the plant economically. Kothagudem Thermal Power Station (KTPS) also won the meritorious productivity award twice and gold medal for the first time during the year 1999-2000.

APSEB was restructuring as Andhra Pradesh Power Generation Corporation (APGENCO) to look after Generation, and APTRANSCO to look after transmission and distribution and sale of electricity in the state of Andhra Pradesh from 1-02-1999.

APGENCO is engaged in the business of generation of electricity apart from the execution of the ongoing and new proper projects under capacity addition programmed and taking up renovation and modernization on works of the old power stations. The installed capacity of APGENCO as on 01-04-2002 is 6087.5 MW comprising 2962.5 New Thermal, 3132 MW Hydro and 2 MW wind power stations and contribute about 60 percent at the total power system demand. APGENCO is occupying the first position in India as far as the Thermal Power Generation is concerned with a plant load factor at 86.3 percent.

APGENCO is committed to provide affordable and sustainable power in increasingly large quantities. They are conscious of their role to make Andhra Pradesh into a power surplus status holding economic prosperity and there by contributing to Andhra Pradesh becoming a power surplus state and to emerge as a growth oriented enterprising and performing state.

As per the first phase of reforms of APTRANSCO, is to look after transmission and distributions and sale of electricity in the state of Andhra Pradesh.
The second statutory transfer scheme was notified on March 31, 2000 by Government of Andhra Pradesh, as a part of second phase of reforms separating the transmission and bulk supply business from the distribution and retail supply business by creation of separate undertakings for distributions and retail supply business. APTRANSCO retained the business of Transmission and bulk supply while distribution companies (DISCOMs) were constituted to undertake distribution and retail supply business.

For this purpose, the state of Andhra Pradesh was covered into 4 geographically contiguous distribution zones (East, South, Central, and North) and the distribution and retail business was segregated and vested respectively in 4 distribution companies.

2. Eastern Power Distribution Company of Andhra Pradesh Limited with Head Quarters at Visakhapatnam (EPSPDCL).

These companies are collectively referred as “DISCOMS”

I. CENTRAL POWER DISTRIBUTION COMPANY OF ANDHRA PRADESH LIMITED (APCPDCL):

With a vision to fulfill the expectations of the Government, the Central Power Distribution Company of A.P. Limited, which came into being on 1st April 2000 as a sequel to the A.P. Electricity Reforms Act, 1998, with an objective of electricity to the people at an affordable price. With its headquarters at Hyderabad, the APCPDCL encompasses an area of seven districts viz., Anantapur, Kurnool, Mahaboobnagar, Nalgonda, Medak and Rangareddy, Catering to the power requirements of 57.4 million consumers.

APCPDCL has a vast infrastructure facility in its operating area with 972 Nos. of 33/11 KV substations, 1,459 Nos. of power transformers, 522 Nos.
of 33 KV feeders, 3,676 Nos. of 11 KV feeders and around 1,60,983 Nos. of distribution transformers of various capacities.

II. EASTERN POWER DISTRIBUTION COMPANY OF ANDHRA PRADESH LIMITED (APEPDCL):

Following the advent of power reforms in the country, the Eastern Power Distribution Company of Andhra Pradesh Limited (APEPDCL) was formed on the 31st of March, 2000, to serve as a Distribution Company of AP Transco. APEPDCL, Visakhapatnam is the leading Indian power utility serving a consumer base of over 4 million spread across five districts in the southern state of Andhra Pradesh.

APEPDCL is responsible for undertaking distribution and bulk supply of power in the operation circles of Srikakulam, Visakhapatnam, Vizianagaram, East and West Godavari districts and 17 Divisions of Coastal Andhra Pradesh. APEPDCL supplies power to over 42 lakh consumers belonging to different categories through a network consisting of 427 Sub-stations of 33 KV level, 1807 feeders of 11 KV level and more than 93,204 distribution transformers of different levels. The Corporate Office and Headquarters of APEPDCL are situated at Visakhapatnam.

III. NORTHERN POWER DISTRIBUTION COMPANY OF ANDHRA PRADESH PRIVATE LTD (APNPDCL):

Northern Power Distribution Company of A.P. Ltd (APNPDCL) was incorporated under the Companies Act, 1956 as a Public Limited Company on 30-03-2000 with headquarters at Warangal to carry out electricity distribution business as part of the unbundling of erstwhile A.P.S.E.B. The Company caters the electricity requirements of Warangal, Karminagar, Khammam, Nizamabad and Adilabad Districts. The company reaches out to a population of about 140.9 lacks (as per 1991 census) spread across hamlets, villages and towns spanning an area of 66,860 sq km.

IV. SOUTHERN POWER DISTRIBUTION COMPANY OF ANDHRA PRADESH LIMITED (APSPDCL):
AP Power Sector Reforms envisage creation of Distribution Companies as Government Undertakings for the first few years and privatization later on. The Andhra Pradesh Gazette No.37 published by the Government of Andhra Pradesh on Friday the 31st of March 2000 declared formally formation of Distribution Companies. In this process, Andhra Pradesh Southern Electricity Distribution Company was formed for the following six districts of Andhra Pradesh. The Corporate Office and Headquarters of APSPDCL are at Tirupati City.

APSPDCL was formed in April 1, 2000 to serve Krishna, Guntur, Prakasam, Nellore, Chittoor and Kadapa districts with a vision to ‘become an efficient utility supplying reliable and quality power, promoting economic development and being self-reliant commercially’.

As on 31st March 04, APSPDCL has a robust distribution network to cater to customers spread across 81331 sq. Km representing 326 mandals, 6177 villages and 86 assembly constituencies.

PROFILE OF APSPDCL

Consequent to the reforms and restructuring of power sector and the policy decision taken by the Government of Andhra Pradesh, the Andhra Pradesh State Electricity Board (A.P.S.E.B) was unbundled into two Corporations as A.P.GENCO and Transmission Corporation of Andhra Pradesh Limited (APTRANSCO) on 1-2-1999 to look after the Generation and Transmission & Distribution respectively.
The Southern Power Distribution Company of Andhra Pradesh Limited (APSPDCL) has incorporated on 30-03-2000 as a subsidiary of APTRANSCO, with Corporate Office headquarters at Tirupati. The main objective of APSPDCL is supply and distribution of electricity to various types of consumers like domestic, industry, agriculture, commercial etc.

APSPDCL distributes electricity in Six Revenue Districts namely Krishna, Guntur, Prakasam, Nellore, Chittoor and Kadapa with 86 Assembly constituencies, 326 Mandals and 6,177 Villages in total. Each district is headed by a Superintending Engineer.

**GEOGRAPHICAL AREA OF APSPDCL**

Consequent to the Third Transfer Scheme, APSPDCL has become wholly owned State Government Company. The company is used to spend an amount of Rs.300 crores approximately on Research and Development to develop the system thereby reducing the Transmission and Distribution losses and at the same time the company is trying to provide quality power without any interruptions etc.

**Recognition Awarded to APSPDCL**
As per the CRISIL rating, the AP DISCOMs have got the 1st rank in the Power Sector in India and this company is having very good asset base nearly an amount of Rs.1700 crores. ASPDCL’s High Voltage Distribution System programme has been selected as a best practice among the energy utilities by the Central Electricity Authority, New Delhi.

**Existing Structure of Power Sector in Andhra Pradesh**
SECTION A : ONGOLE DIVISION OF APSPDCL

Ongole District came into existence on 02-02-1970 with the blending of parts of areas from Kurnool, Guntur, and Nellore districts. Markapur division from Kurnool District, Kandukur Division from Nellore District and Ongole Division from Guntur District were drawn and constituted into this new district. It was subsequently named after the patriot and hero among the freedom fighters, late Sri Tanguturi Prakasam Panthulu, “Andhra Kesari”, to cherish his fond memory. It was accordingly renamed as Prakasam District in the year 1972. APSPDCL was formed in April, 2002 to serve Krishna, Guntur, Prakasam, Nellore, Chittor and Kadapa Districts with a vision to become an efficient utility supplying reliable and quality power, promoting economic development and being self-reliant commercially.

Major Divisions in Prakasam District APSPDCL:
1. Ongole
2. Markapur
3. Chirala
4. Addanki
5. Kanigiri
6. Kandukur

Ongole is a district head quarters of Prakasam District. Over the years it has developed into a city with good schools and colleges. Lately the quality of education has become quite good and is comparable to that of most cities in the state. With the advent reforms in the educational sector, a few private Engineering and Medical colleges have been set up in the cities.

Area: 626 sq.k.m
Population: 30,54,941 (2001)

ORGANIZATION STRUCTURE

The organization structure is a means of achieving the objective of enterprise. It has to design to build to suit the specific needs of the enterprise based on an analysis of activities of several sections, decisions that are to be made at the levels and the relationship that should exist between and among the several activities. The
The essential purpose of an organization structure is to provide a means of communication for command, control and coordination.

**ORGANIZATIONAL STRUCTURE OF PRAKASAM DISTRICT ONGOLE DIVISION**

<table>
<thead>
<tr>
<th>Operational Division</th>
<th>Transformer Division</th>
<th>ERO</th>
<th>Construction Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>↓</td>
<td>↓</td>
<td>↓</td>
<td>↓</td>
</tr>
<tr>
<td>Assistant Divisional Engineer</td>
<td>Assistant Divisional Engineer</td>
<td>Divisional Engineer</td>
<td></td>
</tr>
<tr>
<td>↓</td>
<td>↓</td>
<td>↓</td>
<td>↓</td>
</tr>
<tr>
<td>Assistant Executive Engineer</td>
<td>Assistant Engineer</td>
<td>Town Rural Assistant Divisional Engineer</td>
<td></td>
</tr>
<tr>
<td>↓</td>
<td>↓</td>
<td>↓</td>
<td>↓</td>
</tr>
<tr>
<td>Assistant Engineer</td>
<td>Sub Engineer</td>
<td>A.A.O</td>
<td>A.A.O</td>
</tr>
<tr>
<td>↓</td>
<td>↓</td>
<td>↓</td>
<td>↓</td>
</tr>
<tr>
<td>Assistant Engineer (Telcom)</td>
<td>J.A.O</td>
<td>J.A.O</td>
<td>J.A.O</td>
</tr>
<tr>
<td>↓</td>
<td>↓</td>
<td>↓</td>
<td>↓</td>
</tr>
<tr>
<td>Additional Assistant Engineer</td>
<td>L.D.C</td>
<td>L.D.C</td>
<td>Senior Assistant Senior Assistant</td>
</tr>
<tr>
<td>↓</td>
<td>↓</td>
<td>↓</td>
<td>↓</td>
</tr>
<tr>
<td>Sub Engineer</td>
<td>Jr. Assistant</td>
<td>Jr. Assistant</td>
<td></td>
</tr>
</tbody>
</table>

Assistant Divisional Engineer (ADE)  Electricity Revenue Office (ERO)
Assistant Executive Engineer (AEE)  Assistant Accounts Officer (AAO)
Assistant Engineer (AE)  Junior Accounts Officer (JAO)
Assistant Engineer (Telcom) (AET)  Upper Divisional Clerk (UDC)
Additional Assistant Engineer (AAE)  Lower Divisional Clerk (LDC)
Sub Engineer (SE)

As shown in the figure it can be observed that Ongole division is headed by Superintending Engineer, who is assisted by 6 Engineers and 1 A.A.O’s. In the entire division, operations division is the biggest one.

**SUPERINTENDING ENGINEER**

Superintending Engineer is the head of the Ongole division and he is responsible for the smooth functioning of the entire division. He supervises and controls all the employees of the organization. He has powers such as recruitment of manpower up to the level of sub-engineers.
ACCOUNTING WING

Senior Accounts officer heads the department. He is assisted by Accounts officers, Revenue and Expenditure wings followed by them is Assistant Accounts Officers, Junior Accounts Officers, U.D.Cs and L.D.Cs and other departmental staff to look after the revenue and expenditure wings. The activities of the accounts department are preparation of Current Consumption Bills, and its collections and accounting. Apart from that the expenditure wing will prepare payrolls; transactions related the General Provident Fund (GPF), filling of income tax returns, collection and payment of professional tax, releasing payments. In addition to the above, it also deals with all the activities related to Employee State Insurance, etc.

MANPOWER EMPLOYED IN ONGOLE DIVISION

Human factor plays a pivotal role in activating management plans. It is the willingness of the human factor to contribute its might and coordinate rationally at different levels that give the entrepreneur a combination of successful performance and work culture. Hence, it is necessary to manage the functional staff efficiently. The total man power of Ongole division during the year 31-10-2011 to 31-10-2012 is:

Table - 3.1: Human Resource strength in the Division, 2012.

<table>
<thead>
<tr>
<th>S .No</th>
<th>Man power (cadre wise)</th>
<th>Man power (in number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Engineers</td>
<td>110</td>
</tr>
<tr>
<td>2.</td>
<td>O&amp;M Staff</td>
<td>262</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>372</td>
</tr>
</tbody>
</table>

Note: figures in brackets indicate percentage to total.
Source: APSPDCL, Ongole records.

RECRUITMENT AND SELECTION

People are the most important and valuable resource of any organization. In due consideration to this aspect, APSPDCL emphasis on human resource planning, development and management for optimum utilization and full realization of the employee potential to achieve goals. APSPDCL follows corporate recruitment policy in meeting its manpower requirements. Recruitment of manpower is done at two
levels, namely recruitment at corporate level and plant level. Recruitment of assistant Engineers and accounts officers is done at corporate level while recruitment of sub engineers takes place at plant level.

**RECRUITMENT OF ENGINEERS AND SUB-ENGINEERS**

APSPDCL applies corporate rules and procedures in case of recruitment for Engineers. Wide publicity is given through open advertisements in media and internet. The advertisement specifies the service conditions and compensation packages. Once the recruitment process is completed, APSPDCL allots selected candidates to various divisions in the required district. Candidates with right qualification and adequate experience are placed in appropriate departments. They are also given necessary orientation in terms of “On the Job Training”. The process involved in recruitment of assistant Engineers is shown in chart. The recruitment in APSPDCL is transparent and fair.

**RECRUITMENT PROCESS FOR ASSISTANT ENGINEERS**

Advertisement  
↓
Written test  
↓
Interview  
↓
Induction/training  
↓
Posting

Recruitment of Sub Engineers takes at division level, which is also known as plant wise recruitment. Even in this case also state wide paper notification will be given and potential candidates who apply for the jobs should have the minimum qualification of Diploma in Engineering. The company conducts an examination followed by an interview. The interview for sub Engineers is conducted by the Superintending Engineers of the respected divisions. The selected candidates are properly placed in appropriate departments.
PROMOTIONS AND PROMOTIONAL POLICIES

Promotional policy is one of the most important components of personnel policies in any organization. Every employee in service looks for better service conditions like promotion to the next higher cadre after having put in a minimum period of service in the current cadre. It is therefore necessary to lay down a clear policy regulation with regard to promotion to each cadre, as it creates a healthy atmosphere in the organization and also improves the efficiency of the organization to a larger extent. In APSPDCL, promotional policies are transparent and fair. The division follows two types of promotions such as “merit-cum-seniority”, and “seniority only” subject to fitness. The following cadres come under the purview of “merit-cum-seniority”.

APSPDCL-ENGINEERING SERVICE

a) AEs for promotion as ADEs
b) A.D.Es for promotion as D.Es
c) D.Es for promotion as S.Es

d) Deputy Managers for promotion as Deputy Secretaries.

APSPDCL-PERSONNEL & GENERAL SERVICE

a) Assistants/U.D. Stenos for promotion as P.Os
b) P.Os for promotion as Deputy Managers
c) L.W.Os for promotions as S.L.W.Os
d) Deputy Managers for promotion as Deputy Secretaries.

APSPDCL-ACCOUNTS SERVICE

a) A.A.Os for promotion as A.Os
b) A.Os for promotion as S.A.O.s
c) S.A.Os for promotion as Dy. CCAs

RULES AND REGULATIONS

Every organization has its own rules and regulations and APSPDCL is no exception. In APSPDCL, the rules and regulations are very strict. For instance, the management views unauthorized absenteeism seriously. Further, the operations and maintenance staff should be continuously made available in the organization. They
should not leave the office without prior permission from the authorities concerned. Further, during emergencies such as power breakdowns, Engineers have to work round the clock, until the problem gets solved. Likewise, if an employee wants to apply for leave, he has to obtain prior permission from the authorities concerned. On the other words, the rules and regulations are strict.

COMMUNICATION
Good communication system exists in APSPDCL Prakasam district, Ongole division. All the sections, departments are linked with each other. Landline telephones are arranged in all the sections and departments. As such, communication is faster in APSPDCL Prakasam district, Ongole division.

DEPARTMENT OF HRD
APSPDCL's Human Resource Management Headed by Chief General Manager-HRD and a Group of Professionals are available to assist the Management to drive the Company to reach the Business Objectives through various HR Initiatives. A Company is successful only if its people are successful. An Organizations power rests in its ability to influence its market, its product or services and its resources. The output of an enterprise is dependent on its power to influence the success of its people. The Key element holding everything together is Human Resources. In order to maintain and attract the best employees and influence the market it is imperative to ensure that the best Human Resource Program owned and implemented by the organization. SPDCL, make it a point the same is adhered on every possible aspects. In order to address the same, our HR Department has arrived a niche work-infrastructure and culture to meet the demands of the Management to achieve the Business Objectives;

1. Develop leadership competencies
2. Plan and forecast workforce requirements
3. Recruit, select and hire employees
4. Create and manage human resource strategy
5. Create and deploy teams
6. Develop and train employees
7. Ensure employee involvement
8. Motivate and retain employees
9. Manage employee performance, reward and recognition
10. Manage and administer benefits
11. Manage changes in employment status
12. Develop work-life programs.

CERTIFICATION OF ISO 9001: 2000

The APSPDCL has got the ISO 9001-2000 certificate in 2005 and providing prompt and good services to the customers.

VISION AND OBJECTIVES OF APSPDCL

“To create an organization that is profitable, viable, responsive, serving the needs of the customers, suppliers and employees”

MISSION AND OBJECTIVES

APSPDCL is set to achieve this vision through the following objectives which include – Commercial, Operational, Social and Regulatory.

COMMERCIAL OBJECTIVES ARE:

- Eliminating pilferage of energy
- Reducing the exceptional cases
- Reducing arrears

THE OPERATIONAL OBJECTIVES INCLUDE

- Minimizing Technical / Transmission Loses
- Reducing transformer failures
- Reducing O&M expenditure
- Maintaining rolling stock of additional DTRs at every sub-station level to avoid delays in replacing the failed units.
THE SOCIAL OBJECTIVES INCLUDE

- Electrification of Dalithwadas
- Electrification of Weaker section Colonies
- Releasing of supply to PWS / RWS Schemes
- Separation of 11 KV Feeders for Mandal Headquarters. And finally,

REGULATORY OBJECTIVES INCLUDE

- Functioning as per the guidelines issued by APERC
- Continuous monitoring of the progress of various directives issued by APERC
MARKAPUR DIVISION OF APSPDCL

Prakasam is one of the newly formed districts in Andhra Pradesh, with parts from Kurnool, Guntur and Nellore districts. The district was formed on 2nd February, 1970. It is bounded on the north by Guntur district, on the south by Cuddapah and Nellore districts, on the west by Kurnool district and on the east by Bay of Bengal. The district lies between 15°30'1 and 16° north latitude and 78°43'1 and 80°25'1 eastern longitude. The western portion of the district which constitute Markapur region lies in an upland area. It contains large tracts of low shrubs and forests, diversified with rocky hills and stony plains which form a distinct feature of the district. This western part was originally in Kurnool district (which lies in Rayalaseema). As already mentioned it is included in the Prakasam district (part of Andhra region). However, Markapur region morphologically, historically, economically, politically and culturally has more similarities and links with Rayalaseema region. The western part of Markapur region in our present study with Yerragonda palem, Dornala, Pedda ardhaveedu and Ardhaveedu mandals is covered by forests. They are the border foot hills of Eastern Ghats where Nallamala forests exist. In the mandals to the east of Markapur constituting Donakonda, Tarlupadu, Konakonamitla and Markapur, much of the area is of hilly terrain, with rocky soils and stony plains. The land surrounding slate mines is uncultivable because of its rocky and hard nature there by, the land available for cultivation is less. Consequently, most of the land holdings in the region are small and uneconomic.

Markapur is a small town situated in the eastern part of Peninsular India. It is located on the Guntakal-Guntur broad gauge line. It is the head quarters of the Revenue Division in the district and is about 80 kms, South-West of Ongole, the district head quarters. It is located 350 kms, from Hyderabad, the capital of Andhra Pradesh. Markapur for the first time on 1st October 1964 was declared as grade III municipality town. Later on, on 2nd May, 1984 it was upgraded as grade 10 II municipality town. The area of the town is 28.77 square kilometers. Markapur is the largest slate manufacturing centre in India and produces nearly eighty per cent of the slates manufactured in India. Presently, it is the head quarters of the Revenue Division.
ORGANIZATIONAL STRUCTURE

The structure of the organization describes the functions, tasks and authorities of the departments, divisions and individual employees and the relationships between them (line of command, communication and procedures). It also describes the number of employees in each division, unit and department. On the one hand the structure divides departments, divisions and individuals on basis of tasks, functions and authorities. On the other hand the structure coordinates these units through lines of communication and command. Only when the different units work in conjunction, the organization is able to function as a whole. The organization structure has to facilitate the different processes in the organization. A general rule of the thumb is that the organization structure should enhance the progress of the processes. It is not recommendable to breakdown processes unnecessarily because of the structure of the organization. The structure has to provide coordination mechanism if the process is divided over more units. The following is the structure of Markapur Division.

Superintending Engineer

↓

Operational division

↓

Divisional Electrical Engineer

↓

Assistant Divisional Engineer

↓

Assistant Engineer

↓

Additional Assistant Engineer

↓

Sub Engineer

↓

Electricity Revenue Office

↓

Assistant Accounts Officer

↓

Junior Accounts Officer

↓

U.D.C

↓

L.D.C

↓

Typist

↓

Record Assistant

↓

Attenders
DIVISIONAL ELECTRICAL ENGINEER

Divisional electrical engineer is under the control of Superintending Engineer. He is assisted by Assistant Divisional Engineer and the later is assisted by Assistant Engineers. He is responsible for the smooth functioning of the entire organization. He supervises and controls all the employees of the division.

ACCOUNTING WING

Assistant accounts officer heads the department. He is assisted by junior accounts officer. The activities of the accounts department are carried out by upper divisional clerks and lower divisional clerks. The activities of the department are preparation of payrolls, transactions related to General Provident Fund (GPF), filing of income tax returns, collection and payment of professional tax, releasing payments.

MANPOWER EMPLOYED IN MARKAPUR DIVISION

An organization comes into existence when a group of people join hands together for achieving certain specific goals or objectives. In today’s world, all organizations usually prefer growth through intellect based products rather than machinery based products. Managers are the life line of the organization. Collectively managers symbolize a vital organ of performance and effectiveness in the corporate world. They are responsible for the implementation and achievement of all objectives and goals along with the growth of the organization.

Table - 3.2: Human Resource Strength in the Division 2012

<table>
<thead>
<tr>
<th>S. No</th>
<th>Manpower (cadre wise)</th>
<th>Man power (in number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Engineers</td>
<td>111 (36.8)</td>
</tr>
<tr>
<td>2.</td>
<td>O&amp;M Staff</td>
<td>191 (63.2)</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>302 (100)</strong></td>
</tr>
</tbody>
</table>

Note: figures in brackets indicate percentage to total

Source: records from Markapur division.
EMPLOYEE WELFARE

Employees at lower levels in every organization usually perform relatively monotonous tasks and have fewer opportunities for promotion or change. This is particularly true in developing countries. Hence, organizations in order to maintain their work commitment and motivation provide welfare facilities. Having recognized the importance of welfare facilities, APSPDCL provides statutory, non-statutory and social security welfare facilities to its employees. In this regard, employees are referred to corporate hospitals in Hyderabad.

CAREER PLANNING IN MARKAPUR DIVISION

Markapur division gives utmost importance to career planning and development. It is a fact that every employee knows the extent to which he can improve his career in the organization. For instance, an assistant engineer can reach the highest position of chief engineer after crossing positions such as assistant divisional engineer, divisional engineer and superintending engineer subject to conditions such as honesty, performance, experience and loyalty to the organization. APSPDCL encourages its employees to improve their qualifications. The chief engineer in all the meetings with engineers and employees emphasizes the need for improve qualifications. On the whole the career ladder is transparent in the division. In this regard, it pays two increments to all those employees who complete their professional courses such as M.Tech, MBA and Ph.D.

TYPES OF MEETINGS CONDUCTED

<table>
<thead>
<tr>
<th>Communication platform</th>
<th>Frequency</th>
<th>Chaired by</th>
<th>Attended by</th>
<th>Issues Discussed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational review meeting</td>
<td>Once in a month</td>
<td>D.E.E</td>
<td>A.D.E, Divisional Engineers</td>
<td>Technical Problems</td>
</tr>
<tr>
<td>Daily planning (circle level)</td>
<td>Every day</td>
<td>D.E.E of the circle concerned</td>
<td>Divisional Engineers</td>
<td>Technical and non-technical problems</td>
</tr>
<tr>
<td>Group discussions</td>
<td>15 days</td>
<td>Head concerned</td>
<td>Engineers and employees concerned</td>
<td>--</td>
</tr>
</tbody>
</table>
SECTION-B: SOCIO – ECONOMIC PROFILE OF SAMPLE RESPONDENTS

This chapter presents and analyzes the background of sample respondents who are working in selected units. This gives different demographic facets of respondents. This analysis is essential as these aspects have a direct or indirect impact to a considerable extent on the individual job performance, work culture, standard of living, job satisfaction, formal and informal relations with peers and others. It also gives an insight into the respondents’ level of understanding, perception and attitude to develop and grow themselves if opportunities are created to them. 235 employees have been selected to administer the questionnaire, out of these 130 are from Ongole division and 105 from Markapur division. The sample of the respondents is poised up by using stratifies random sampling in order that they represent the cross section of the organization under study.
TABLE-3.1: GENDER WISE DISTRIBUTION OF THE RESPONDENTS
(Figures in Numbers)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Gender</th>
<th>Ongole Division</th>
<th>Markapur Division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of respondents</td>
<td>% to Total</td>
</tr>
<tr>
<td>1</td>
<td>Male</td>
<td>130</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey

Organization is People. People are the main resource for all companies and organizations. "Gender" refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women. Both men and women as corporate citizens need to play an important role as decision-makers in management. Table 3.1 contains the data about the gender of the respondents. It can be observed that out of the total respondents absolutely only male employees are performing their duties from the two divisions.

TABLE-3.2: AGE WISE DISTRIBUTION OF THE RESPONDENTS IN APSPDCL
(Figures in Numbers)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Age Frequency</th>
<th>Ongole division</th>
<th>Markapur division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of respondents</td>
<td>% to Total</td>
<td>No. of respondents</td>
</tr>
<tr>
<td>1</td>
<td>Below 25</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>2</td>
<td>25-35</td>
<td>38</td>
<td>29.23</td>
</tr>
<tr>
<td>3</td>
<td>35-45</td>
<td>80</td>
<td>61.54</td>
</tr>
<tr>
<td>4</td>
<td>45-55</td>
<td>9</td>
<td>6.92</td>
</tr>
<tr>
<td>5</td>
<td>55 above</td>
<td>3</td>
<td>2.31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey
Age wise distribution of the respondents

Age of the employees is one of the important demographic factors in any research study. Mental maturity, understanding people and the organizational, analytical abilities, emotional balance and judgment etc. aspects are the function of an incumbent’s age and exposure.

Table 3.2 presents the age profile of the respondents. As can be seen from the table that out of the total respondents in Ongole division of APSPDCL a majority of 61.54 per cent are in the age group of 35-45 years as against to 57.14 per cent of the Markapur division. It is followed by 29.23 per cent as against to 27.63 per cent in the respective divisions in the age group of 25-35 years. Further, 9.52 per cent of those in Ongole division as against 2.31per cent of Markapur division are in the age group of 55 years and above. This analysis clearly shows that a majority of above 80 per cent of the employees in both the select divisions of the APSPDCL are in the prime and the energetic age group of 25 to 45 years.

**TABLE-3.3: EDUCATIONAL QUALIFICATIONS OF RESPONDENTS**

(Figures in Numbers)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Choice of Response</th>
<th>Ongole division</th>
<th>Markapur division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of respondents</td>
<td>% to Total</td>
</tr>
<tr>
<td>1</td>
<td>General</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>2</td>
<td>Professional</td>
<td>32</td>
<td>24.62</td>
</tr>
<tr>
<td>3</td>
<td>Technical</td>
<td>98</td>
<td>75.38</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey

Educational profile of the Respondents

Education is a vital instrument in the socio-economic and Emotional development of any nation through its people. Education makes human resource a positive asset of any country in general and particularly for an organization, which employees them, in particular. The crucial role of education in developing human capital of required caliber, having the desired knowledge and skills needs no
emphasis. Thus educational qualifications play an important role in moulding an individual into an ideal employee. In these days of socialization, selection of employees is purely done based upon the principle of right man in the right job. Hence, possession of required educational qualifications in relation to the job has become pivotal. In view of the observed phenomenon, educational qualifications of respondents are also ascertained for analysis through primary data source.

Generally, qualifications include graduates belongs to arts, science and commerce and secondary education. The category of professional qualification consists of management, law, accounting etc. The third category of technical qualifications includes holders of AMIE, BE/B.Tech degrees and also Diploma or certificate courses in computers etc.

Table 3.3 demonstrates the distributions of respondents according to educational qualifications. It can be observed from the data that majority 75.38 per cent in Ongole division as against to 60 per cent in Markapur division are technically qualified. Against the above, it can be further observed that 40 per cent of those in Markapur division as against 24.62 per cent of those Ongole division are professional’s qualified.

### TABLE- 3.4: DEPARTMENTAL AFFINITY OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>S.No</th>
<th>Choice of Response</th>
<th>Ongole Division</th>
<th>Markapur Division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of respondents</td>
<td>% to Total</td>
</tr>
<tr>
<td>1</td>
<td>Administration</td>
<td>38</td>
<td>29.23</td>
</tr>
<tr>
<td>2</td>
<td>O&amp;M Staff</td>
<td>92</td>
<td>70.77</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey

**Departmental Affinity:** The success of the personnel department can be gauged by the degree of dependence of managers on personnel department, which in turn depends greatly on the qualifications and qualities of the personnel manager. Table 3.4 shows the data about the departments of the respondents. Out of the total
respondents, majority of 70.77 per cent and 62.81 per cent respondents are from Operations and Maintenance Staff respectively from both the Ongole Division and Markapur divisions. Against this scenario 37.14 per cent in Markapur division Administrative staff and 29.23 per cent in Ongole division constitute.

**TABLE-3.5: YEARS OF EXPERIENCE OF THE RESPONDENTS**

(Figures in Numbers)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Years of Experience</th>
<th>Ongole Division</th>
<th>Markapur Division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of respondents</td>
<td>% to Total</td>
<td>No. of respondents</td>
</tr>
<tr>
<td>1</td>
<td>Below 5</td>
<td>5</td>
<td>3.85</td>
</tr>
<tr>
<td>2</td>
<td>5-10 years</td>
<td>25</td>
<td>19.23</td>
</tr>
<tr>
<td>3</td>
<td>10-15 years</td>
<td>40</td>
<td>30.77</td>
</tr>
<tr>
<td>4</td>
<td>15 above</td>
<td>60</td>
<td>46.15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: survey

**Length of service and experience:** Employees with sufficiently long service in an organization develop high level of skills, confidence commitment and feel a sense of belongingness to the organization. They not only nurture the organizations culture and understand organizational goals and objectives but stand as catalysts as organizational culture and climate. Categorization of the respondents on the basis of the service put in by them in their respective divisions of the organization is shown in table 3.5.

As evident from the table, out of total respondents in Ongole division, a larger proportion of 46.15 per cent with an experience of above 15 years service in Ongole division against 42.86 per cent in Markapur division. It is followed by 30.77 per cent of Ongole division against 28.57 per cent in Markapur division who are with an experience of 10-15 years. Further, it is against the lowest 11.43 per cent of the employees as in Ongole division as against 3.85 per cent of Markapur division with a service of below 5 years.
### TABLE- 3.6: MARITAL STATUS OF THE RESPONDENTS

( Figures in Numbers)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Choice of Response</th>
<th>Ongole Division</th>
<th>Markapur Division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of respondents</td>
<td>% to total</td>
</tr>
<tr>
<td>1</td>
<td>Married</td>
<td>125</td>
<td>96.15</td>
</tr>
<tr>
<td>2</td>
<td>Unmarried</td>
<td>5</td>
<td>3.85</td>
</tr>
<tr>
<td>3</td>
<td>Widowers</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey

**Marital Status:** The standard of living, attitudes and behavior, emotional impulses of the employees and such other factors that influence organizational climate are largely influenced by their marital status. Job roles and family roles have a bearing on the job performance of the employee. Moreover, emotional intelligence, stability, life style, pattern of expenditure of employees differs from married to unmarried. Concern for job and involvement, stay back for overtime, need to supplement income, off the job activities, time management, attitude towards risk taking etc. constitute key factors in deciding the individuals’ perspective towards the organizations, job and his own career.

Table 3.6 presents data about marital status of respondents. It is evident from the table that out of total respondents of Ongole division 92.15 per cent as compared to 85.71 per cent of Markapur division are married against lower proportion of them in both the divisions who are unmarried.
### TABLE- 3.7: DISTRIBUTION OF RESPONDENTS ACCORDING TO SALARY LEVELS

(Figures in Numbers)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Choice of Response</th>
<th>Ongole Division</th>
<th>Markapur Division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of respondents</td>
<td>% to Total</td>
</tr>
<tr>
<td>1</td>
<td>5000</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>2</td>
<td>5000-10000</td>
<td>6</td>
<td>4.62</td>
</tr>
<tr>
<td>3</td>
<td>10000-20000</td>
<td>21</td>
<td>16.15</td>
</tr>
<tr>
<td>4</td>
<td>20000-30000</td>
<td>41</td>
<td>31.54</td>
</tr>
<tr>
<td>5</td>
<td>30000 above</td>
<td>62</td>
<td>47.69</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey

**Salary level of employees:** Income of the employees is one of the determinants of job satisfaction, education of self and children and standard of living. The employees who have adequate income are considered to be having peace of mind and devote more time and energies on the job that improves performance and work with stability and commitment. The household annual income of respondents is enquired into and this includes income from salary, bonus, incentives, overtime and income of other family members. The data relating to household income of respondents is exhibited in table 3.7. As evident from the table, out of the total respondents in Ongole division 47.69 per cent as compared to 22.86 per cent in Markapur division are in the salary bracket of Rs. 30,000 and above against. Further 48.57 per cent of employees Markapur division as against 31.54 per cent in Ongole division stated receiving receive salary in the bracket of Rs. 20,000-30,000. Against the above, 11.43 per cent of Markapur division receive lower percentage of 4.62 only receive salary in the brackets of Rs.5000-10000.
TABLE- 3.8: NUMBER OF DEPENDENTS IN THE FAMILY

(Figures in Numbers)

<table>
<thead>
<tr>
<th>S.No</th>
<th>No. of Dependents</th>
<th>Ongole Division</th>
<th>Markapur Division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of respondents</td>
<td>% to Total</td>
</tr>
<tr>
<td>1</td>
<td>One</td>
<td>18</td>
<td>13.85</td>
</tr>
<tr>
<td>2</td>
<td>Two</td>
<td>29</td>
<td>22.31</td>
</tr>
<tr>
<td>3</td>
<td>Three</td>
<td>52</td>
<td>40</td>
</tr>
<tr>
<td>4</td>
<td>Four and more</td>
<td>31</td>
<td>23.85</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey

Dependents in the respondent’s family: Size of the family is invariably an impact factor on the employees’ living standards style of life and behavior on-the-job and off-the-job. Larger the size of family more will be problems associated with it.

Table 3.8 shows the incidence of dependents in the respondent’s family. Out of the total respondents as many as 48.57 percentage in Markapur division have three dependents as compared to 40 per cent Ongole division. It is followed by 30.48 per cent in Markapur division with two dependents as against 22.31 per cent of Ongole division who have two dependents. Further, only 13.85 per cent of employees in Ongole division and 13.85 per cent of Ongole division reported having only one dependent in their families.