2. Introduction:

Human Resource Management (HRM) is a new concept. Personnel management is a traditional concept of management followed all these years. When we talk about HRM, it is necessary to know its relation with traditional management.

As we consider the development of HRM in a time perspective, there are many stages the management has passed through, till it reached the present Human Resource Management stage. A period of two decades (1930-1950) in management history saw human relation movement. Many human relation scientists contributed to management principles. These principles paved the way for a change in the traditional concepts of personnel management. On perusal of the personnel philosophy and human resource philosophy, one can conclude that the Human Resource Management is the outcome of Personnel Management.

The attitude of management and corresponding approaches like commodity approach, protective approach or social approach were not effective enough to integrate the work force and management of an enterprise to achieve the desired goals.

The main factors responsible for the growth of human resource management are industrial revolution, use of science and technology in an industry, awakening amongst workers, cultural and social changes (social values of labour, etc.), the size of business organizations, and change in the Government's attitude towards labour management and business. Over and above, we are facing a change in the system of economic policy of our country from the old monopolistic, non-competitive to a new system of liberalization. Liberalization has made the country to stand in the midst of the global system from its traditionally self-reliant stand. This scenario relates to market forces, large corporations with broad equity and different strategies of human resource. In fact, the practice of management consists of aspects of development, skills for achieving productivity and globalization; than ever before.

Understanding the dynamic aspects of human resource management arid development of individual skills became the core functions of organizational development. It is not out of place to mention here that in the words of Oliver Sheldon, "No Industry can be efficient so long as the basic factor of human remains unrecognized."
Human resource management is founded on the promise that labour management relation alone cannot get the desired results. The need of the day is how to increase the productivity and the profit. Quality control in production can bring better customer relations. Good customer relations boost the sales and the outcome is profit for the organization. HRM is an important part of the line managers' function. It is focused at maximum individual development and desirable work relation between employer and employee. It also ensures maximum output and profit. The adoption of Human Resource Management in organizations has made a remarkable improvement in labour-management relation. The traditional industrial relation policy has made a shift from the organizational set up. As the new Industrial Relation concept became popular, the old IR policies considered to be redundant (superfluous) in this context. The industrial relation policy has much more practical approach than the old one. Its approach to production, quality control and welfare of personnel is liked by the management and workers. This new concept of IR has originated from the Japanese Management System and has got world wide acceptance. New concept of IR has given ample of scope to the manager to handle the problems of workers without much interference from Trade Unions and the Trade Union has a very little role to play in the organization. The dynamic aspects of human resource management and development of individual skills became the vital functions of organizational development.

2.1.1 Concepts:
Success of any organization depends on the management of human resources. It is the responsibility of HRM to convert the human resources into skilled and quality human resources. Studies in the growth pattern of advanced countries have shown that improvement in the quality and utilization of personnel have been the vital factor for increasing the pace of economic growth.

Human resource is of paramount importance in the success of any organization. Most of the problems in organizational environment are human and social, rather than physical, technical or economic nature. Failure to understand this creates problems and losses in an enterprise. Utilization of human energy for the achievement of purposeful goals is the main function of HRM. At the same time, management must
be aware of the needs of the organization as well as the individual needs. This integrated approach is known as Human Resource Management.

2.1.2 Definitions:
"Human resource management is a method of developing the potentialities of employees. They get maximum satisfaction out of their work and provide best efforts to the business organization." - Pigors and Mayors
"In the end, all business operations can be reduced to three words, People, Products and profits. People come first, unless you have a good team you can't do much with the other two." - Lee Iacocca (management expert)
"Extraordinary results from ordinary men." (Matsuhita maxim) - Pascale and Athos

In all the three definitions of human resource management, the main factor is human. Man, material, machine and money are no doubt important factors of production. Human beings contribute at all levels of the enterprise. They are the only dynamic factor for production. Pigors and Mayors, stated in their definition that the development of human skill makes the employee capable of giving the best performance to the business organization, when the worker performs to the best of his ability for the quality outcome of the product. In this way, the worker can get satisfaction. The maximum satisfaction includes economic and psychological job satisfaction. In a way, he through his best efforts helps the organization to achieve its goal.

The second definition is by Lee Iacocca. In this, all business activities are described as three P's - People, Product and Profit. It is emphasized that people are the vital factor of management activity. If an enterprise does not have efficient men to perform the work, the product can be far from the 'QUALITY.'

The last maxim is by Pascale and Athos from Matsuhita (Japanese management). This maxim speaks about the human factor in a very concise manner. Any ordinary man can bring out extra-ordinary results, provided he possesses the requisite skill under the best direction of the management in an organization.

2.1.3 Scope of HRM:
The scope of HRM is comparatively wider with enhanced vision so far as the following fields are concerned.
• Systematic recruitment procedure
• Decentralization of decision making
• Continuous improvement to achieve better results
• Quality of working life
• Emphasis on training and development
• Emphasis on result-oriented system for employees
• Performance appraisal and promotion
• Optimum human resource planning
• Job analysis and job description
• Personnel welfare

2.1.4 Objectives:
The objectives are the ideology of top management towards achievement of organizational goals. These objectives are to be disseminated to all strata of employees working in an organization to enable them understand the basic philosophy and work ethics to be followed meticulously. Following are the important objectives.

*Maximum individual development:* Developing the skills of an individual worker to the fullest potential, in a way, leads to enhancement of his abilities.

*Effective utilization of human resource:* This in contrast to other physical resources enables gain maximum output with minimum cost. This human resource is recognized as an asset.

*Effective relationship between the employer and employee:* This must create an environment conducive to work so that respect and trust are developed between them.

*Establishing group satisfaction:* Interaction between formal and informal groups in an organization will establish satisfactory work relationship amongst workers of an enterprise. Encouraging group satisfaction and team spirit will improve relationship between employer and employee. It will create morale to work whole-heartily and will also lead to welfare and harmony.
2.1.5 Importance:
HRM has provided a wide ranging perspective to employer-employee relationship and has taken the place of new management discipline in recent years. The main factor is resentment of the existing personnel practices. The speedy development in technology, economic and social systems and also the Information Technology created a prototype in human resource management. Following important points denote significance of Human Resource Management.

- Success of any organization depends on the suitability and ability of the employees.
- Optimum utilization of Human Resource by HRM to reduce labour cost.
- Better and efficient utilization of resources like material, machine and money can be achieved by proper management of human resource.
- Getting effective result in the job of good management is the motivation of human efforts. This is the vital factor in HRM.
- Enterprise must be a partnership between management and employees. The cooperative effort by HRM can alone achieve this partnership in any organization. This philosophy of social justice and welfare is the 'Motto' of human resource management.

2.2 Role of Human Resource Management
The purpose of human resource management in an organization is to achieve maximum individual development, conducive working atmosphere and conducive relationship between employers and employees; in other words, effective utilization of human resources.

The following points will help in understanding various roles of HRM in an enterprise. They are:

- Maintaining optimum level of manpower.
- Promotion, transfer, discharge, demotion and separation of personnel.
- Proper job analysis and job evaluation programmes.
- Remuneration and incentives.
• Employees' health
• Personnel and industrial safety arrangements.
• Employees' welfare
• Employees service activities
• Research and Development
• Proper appraisal of the employees.
• An overview of all 'contingency strategies of the enterprise.

There is also a need for human resource management philosophy. Every manager must develop a suitable philosophy of his own. For achieving professional capability, a manager must have sound knowledge of management coupled with adequate practical experience. These two aspects will bring mental outlook in a manager to adapt varied situations in business activities in day today management. Carefully understanding the individual and group objectives in an Organization is a requirement for integration of jobs and directs such efforts to organizational objectives.

We can say that the HRM philosophy is to develop people as per their aspirations & individual goals & motivate them to help in achieving organizational goals. That is why human resource is considered as an important element in HRM thinking.

2.3 Difference between Personnel Management and HRM :

Personnel Management and Human Resource Management have some distinctive differences. Personnel management concepts stress the observation of rules and regulations, procedures and contracts. Management strictly follows these rules, procedures and contracts in their activities. Employees strictly adhere to collective bargaining to achieve their demands. Management has profit motives and the workers are interested in sharing the profits.

HRM emphasizes reciprocal relations between management and workers on various issues, especially on profit and loss of the enterprise. Strikes and conflicts, etc., are not considered as the desired action to be taken by the employees to settle matters of differences. Since personnel manager is non-proactive, he cannot have a future vision. His non-proactiveness obstructs him taking result-oriented actions to achieve the organizational goals. He always tries to be the custodian of good employer-employee
relation. Since HRM is a proactive management, it takes adequate 'Proactive measures rather than reactive ones in any eventuality.

Personnel managers as line managers always pass on their problems to specialists (staff executives). HRM believes that the managers in the organization must take keen interest to observe the HRM principles and make the organization structure more effective through their concerted efforts.

Personnel management follows the principles of collective bargaining and collective arguments with trade union on various matters. HRM speaks of individualization of collective relation and considers it less important to settle problems through collective bargaining and settlements by trade unions. HRM would prefer individual settlements. HRM insists on a performance oriented reward system. This means, promotion, increments of pay etc., are to be governed by performance appraisal system and revisions.

Personnel Management is considered as a separate function like other functions. HRM on the other hand, is a part of every line function. The primary job of every manager is activating & human resource management cannot be isolated from activating. So there should not be an impression that traditional personnel management function is replaced by HRM. Rather, HRM has absorbed the personnel function in redefined form.

2.4 Role of HR Department at Head Office & Station Level:

At the initial stage till the existence of Maharashtra State Electricity Board (MSEB), the organization considered GAD, as the human resource department. This dealt with the existing policies & conducted the business of maintaining seniority, regular channel promotion, drawing the salaries & other miscellaneous financial transaction for the employees. This impacted & caused the initiation in making the proper promotion polices, de-stagnation measures which resulted into demoralization & stagnation of very experienced & senior engineers on the same post for years together. Moreover frequently changing transfer policies with whim & will of the Incharge in chair at a particular time created chaos in the employees particularly engineers, causing adding fuel to the demoralization in particular. This apathy on the management side has started the brain drain in MSEB then MAHAGENCO. The demoralize individual opted for better opportunities elsewhere including National
Thermal Power Corporation (NTPC) & private entrepreneurs, resulting in loss of best & experienced resource of the organization.

This way recognizing the necessity of HR, MAHAGENCO on trifurcation & registration under companies act, has established the HRD at Head Office (H.O.) & at Station level also.

As we moved from an era of protected market & nationalization to globalization, competition & privatization, the induction of new technology will be the order of the day. In this new environment the role of HRM & HRD will be very challenging. Besides this the status of the employees has gone through a drastic change. The human resource development is the key to the progress of MAHAGENCO. Today MAHAGENCO is facing a tough competition from the private players; new technology is being inducted through various expansion plans by the MAHAGENCO. HRD is must for all organizations which wants to be dynamic & growth oriented. This is possible only if the organization takes well planned steps to ensure employees capabilities are continuously acquired, sharpened & used. For this developing an enabling organization culture is essential. This is achieved by a process by which the employees of an organization are helped in a continuous & planned way. This is all which is required from the HR department at station level. HR department at H.O. level & at station level should mainly covers three broad areas: Personnel aspects, welfare aspects & industrial relations aspect. HR at corporate level will look after the strategic role of policy formation. It should aims at achieving organizational goals, meet the expectations of employees; develop the knowledge, skills & abilities of employees, improve the quality of working life & manage human resources in an ethical & socially responsible manner. From the organization point of view, good HR practice will help in attracting & retaining talent, train people for challenging roles, develop their skills & competencies, increase productivity & profits & enhance standard of living. At station level the HRD have to play a major role of implementing the policies for the progress of the employee & organization. Appropriate training policies & promotions / de stagnation measures are still to established & execute with keeping in pace with the National Power Training policy considering the present power scenario in the country.

Handling & motivating the human resource is a major task. In order to achieve this complex task, HR people needs to be trained accordingly as they have to deal with majority of the employee each & every time. Though HRD at H.O. level made the
policies & established training sub centers at Individual power station to promote & established minimum 7 days training to each employee, but due to local level management’s apathy towards Training, Research & Development (TRD) these centers are operating at nails pace till date since its inception during 2009. As well other aspects of human resource including welfare are dealt with the same approach at local level. This may result into failure of the H.O., policies with no fruits at local level to individual.

In general it is felt that for proper execution of HR policies, it is proposed to include the Welfare department with HRD Cell which will then look after all the aspects pertaining to the human resource.

Researcher has prepared & proposed following HR Department Structure at H.O. & Station Level for effective implementation of HR policies.
Proposed HR Department Structure at H.O. Level

Executive Director (HR)

Chief Engineer (Technical)
  Deputy General Manager (HR)
    Sr. Manager (HR)
      Manager (HR)

Chief Industrial Relation Officer

Chief Engineer (Training Zone 1)

Chief Engineer (Training Zone 2)

Chief General Manager (HR)
  General Manager (HR)
    Chief Manager (HR) - 1/2/3/4

Chief General Manager (Security)
Proposed HR Department Structure at Local Level

Chief Engineer

Dy. Chief Engineer (Administration)

Dy. Chief Engineer 1/2/3

Dy. General Manager (HR)

Training Sub Centre

Chief Manager (Finance)

Security Officer

Safety Officer

Chief Manager (HR)

Welfare officer

Sr. Manager (HR)

Manager (HR)
Role & Responsibilities of HR functioning in brief:

Executive Director (HR):- Overall Incharge of HR Function at MAHAGENCO level. To assist in policy making to the Board of Directors of MAHAGENCO.

CGM (HR) Policy formations & implementation in consultation with ED (HR), will also look after all HR related matters concerning Non Technical Staff Recruitment, Promotion, Transfer etc.,

Chief Engineer (Technical):- All HR related matters concerning technical staff viz Recruitment, Promotion, Transfer etc.,

Chief Engineer (Trg) will look after the T & D of all staff of Mahagenco for respective zones.

At Local level Deputy General Manager (HR) is to be posted for each individual Power Station. He will be assisting to Dy. Chief Engineer (Administration). He will be assisted by Chief Manager (HR), Welfare officer & other necessary staff at HR Section.

Deputy General Manager will look after the HR Matters particularly concerning H.O., Such as H.O. Grievances, Disputes, Claims, Half yearly performance review & assessment and other policy decisions at local level only. It will help in avoiding inordinate delays for employee grievances. He should entrust with the matters concerning the counseling, motivational & morale of the employee.

Chief Manager will be the Incharge of Local Office. He will also assist to Dy. General Manager (HR) on all HR matters. He will look after routine daily works at local level.
2.5 Applicability of Total Quality Management (TQM):

Until a few years ago, Indian industry was criticized for paying insufficient attention towards quality aspects. Today, things have changed. Most of the leading industries have recognized the advantage of quality systems & therefore they all are investing in processes that contribute to better quality & customer relationships.

TQM is a dynamic concept like HRD. TQM aims at continuous improvement in the quality of products, which calls for the improvement in the quality of work of employees through training and development. TQM is anchored to organizational culture because successful TQM is deeply embedded in virtually every aspects of organizational life. Total quality management can succeed only if it has the support of total quality people.

According to T.N. Chhabra, “The essence of TQM is the creation of an organizational system that fosters corporation between management and workers and facilities learning to implement ‘total quality’. This in turn would lead to continuous improvement of process, products and services and ultimately survival and growth of the firm”.

TQM is built around four main ideas: Do it right the first time, be customer centered, make continuous improvement a way of life & build teamwork & empowerment. In India most of the organization has recognized the importance of TQM & they are immensely benefited through the applicability of TQM. On the same line this concept can help the employees & the organization for improving the overall efficiency.

MAHAGENCO too, understood the importance of TQM & step ahead to establish the system at different levels in the organization in line with NTPC.

a) At H.O. Level, MAHAGENCO promoted & established departments like
   i) Project Quality Assurance Group (PQAG)
   ii) Maintenance Planning Department (MPD)
   iii) Forum of Sectional Team (FOST),
   iv) Selection of Trainers

b) For Total Quality Management, training department has conducted the training courses on
   i) To promote & established Quality Circle at individual power station & offices
   ii) Training courses on total quality management for senior officials
iii) Courses on route cause analysis & Six Sigma,
iv) Project Management Training
v) Maharashtra State Electricity Regulatory Commission (MERC) related matters
vi) Quality Circle Contest for existing practicing quality circles in the organization’s.

NTPC has immensely benefited by establishing the total quality management systems through PQAG, MPD departments. On the same line MAHAGENCO has adopted the similar culture in the organization. In MAHAGENCO though these concepts are peeking up the movement slowly, support from the policy makers, higher authority’s involvement & with dedicated staff will definitely help the organization to transform itself into more successful organization in the field of power sector.