CHAPTER-VIII
MAINTENANCE OF HUMAN RESOURCES

[1] Staff welfare activities (employee benefits and services):
  1.1 Meaning and objectives of staff welfare activities
  1.2 Staff welfare activities conducted in PGVCL.
  1.3 Respondents’ opinion regarding success of social welfare activities.

[2] Safety:
  2.1 Meaning and importance of employee safety.
  2.2 Safety policy.
  2.3 Types of accidents.
  2.4 Causes of accidents.
  2.5 Safety measures.
  2.6 Accident report.
  2.7 Safety training.
  2.8 Number of accidents.
  2.9 Compensation for accidents.

[3] Communication:
  3.1 Meaning and importance of communication.
  3.2 Communications system of PGVCL.
  3.3 Respondents’ view regarding sources of information about the PGVCL’S activities.
Management is interested in attracting and keeping employees, whose performance meets at least minimum level of acceptability and at keeping absenteeism and turnover to tolerable levels. i.e. in properly maintenance of its human resources.

Employee benefits and services retain human resources in the organization, foster loyalty and act as a security for the employees. Sound safety policy and health programme prevent accidents and maintain good health of employee. Hence attractive employee benefits and services and comprehensive safety policy and employee health programme are very important factors in maintaining the employees.

At the same time, in order to properly maintain human resources, an organisation needs to create condition in which employee are willingly to work with zeal, initiative, interest and enthusiasm, with a high personal and group morale satisfaction, with sense of responsibility loyalty and discipline with pride and confidence which requires various motivational techniques. In addition to this, a sound communication system enables an organisation to operate as an integrated unit and to keep employees well-informed of its ultimate objectives and what it wants each employee to accomplish towards their realization.

Thus staff welfare activities, safety, communication are important in maintaining human resources. Now we shall discuss in detail different aspects of staff welfare activities, safety, communication and motivation with special reference to PGVCL in following pages.
1-Staff welfare Activities:
(Employee Benefits and services)

[1.1] Meaning and objectives of staff welfare activities:

Extra wage and salary compensation system in the form of employee benefits and services have become common place in modern business organisation. These are also referred to as wage supplements and more popularly in U.S.A. as fringe benefits. Extra benefits in addition to normal wage or salary compensation paid to employees or provided for the benefits of employees are generally referred as fringe-benefits or staff welfare activities. Employee benefits and services enable an organisation to provide constructive outlet to human energy, positive entertainment and recreation leading to constructive attitude, team spirit and an environment of understanding.

General objectives of staff welfare activities can be summarized as below:

1. To provide happier employer-employee relation.
2. To promote employee loyalty to the organisation.
3. To promote employee welfare.
4. To promote high morale among employee.
5. To meet the legal requirements.
6. To provide economic security to the employees.
7. To provide a psychologically satisfactory work environment.
8. To promote employee health and safety.
9. To promote employee stabilization.
10. To promote team spirit and employee identification with organisation.

Every organisation provides various employee benefits and services. Hence it is difficult to give a comprehensive list of items included in employee benefits and services (welfare activities). Generally sports, co-operative society, recreation club, education facilities, housing facilities, canteen facilities, financing facilities, group insurance, leave facilities. Medical and health services rest room etc. are included in staff welfare activities.
In India, Factories Act, 1948 provides specific provisions for health under-secs. 11 to 20 and welfare under secs 40 to 50. This Act lays down minimum requirements for the health and welfare of workers.

**[1.2] Staff welfare activities conducted in PGVCL.**

Staff welfare activities are commonly known as social welfare activities in PGVCL different staff welfare activities conducted in PGVCL are under.

1. **[1.2.1] Sports**
2. **[1.2.2] Cinema**
3. **[1.2.3] Co-operative societies.**
4. **[1.2.4] Recreation clubs/employees’ associations.**
5. **[1.2.5] Mahila mandals.**
6. **[1.2.6] Music competition.**
7. **[1.2.7] Grants for special education of handicapped children of employees.**
8. **[1.2.8] Staff voluntary retirement cum death benevolent fund scheme and retirement benefits.**
9. **[1.2.9] Balmandir.**
10. **[1.2.10] Schools.**
11. **[1.2.11] Medical and health services.**
12. **[1.2.12] Merit awards.**
13. **[1.2.13] Housing Facilities.**
14. **[1.2.14] Canteen Facilities.**
15. **[1.2.15] Financing facilities.**
16. **[1.2.16] Group insurance.**
17. **[1.2.17] Transportation facilities.**
[1.2.1] Sports:

Annual sports for Employees of the PGVCL are organized. Annual sports calendar giving yearly schedule, monetary provision etc. are prepared.

Selected teams of Table Tennis, Badminton, Tennis, Bridge and Cricket participated in tournaments organized by PGVCL every year.

From the survey of class I and II respondents-sample unit of 324, 66.67 percent respondents are receiving benefits of sports (please see table no 8.3.1 page no.275) and from the survey of class III and IV respondents sample unit of 276, 62.32 percent respondents are receiving benefits of sports (please see table no 8.3.2 page no.279).

[1.2.2] Cinema:

For entertainment of employees, the PGVCL gives grant to power stations for screening of films and cultural programmes throughout the year. From the survey of class I and II respondents-sample unit of 324, 29.63 percent respondents are receiving benefits of cinema (please see table no 8.3.1 page no.275) and from the survey of class III and IV respondents-sample unit of 276, 14.49 percent respondents are receiving benefits of cinema (please see table no 8.3.2 page no.279).

[1.2.3] Co-operative societies:

Employees’ co-operative societies are given loan every year for bulk purchase of seasonal commodities so that employee of the PGVCL can get benefits of lower rate for seasonal commodities. The PGVCL also provides accommodation to these societies at reasonable charges. From the survey of class I and II respondents-sample-unit of 324, 52.47 percent respondents are benefit of co-operative societies (please see table no 8.3.1 page no.275) and from the survey of class III and IV respondents sample unit of 276, 34.06 percent respondents are receiving benefit of co-operative societies (please see table no 8.3.2 page no.279).
[1.2.4] Recreation clubs/employees’ associations:

Every year R/N grants are given to employees’ organisation for conducting activities of sport, cultural programmes, library etc. These organisation are also encouraged to take up specific programmes of education, health, cultural, sport, etc. From the survey of class I and II respondents-sample unit of 324, 56.7% percent respondents are receiving benefit of recreation club/employees association (please see table no 8.3.1 page no.275) and from the survey of class III and IV respondent-sample unit of 276, 42.03 percent respondents are receiving benefit of recreation club/employees’ organisation (please see table no 8.3.2 page no.279).

[1.2.5] Mahila Mandals:

N.R. grant are given to Mahila Mandals’ activities for sewing machines, musical equipment’s, training programmes, Navratri programmes etc. from the survey of class I and II respondents-sample unit of 324, 42.59 percent respondents (and family members) are receiving benefits of Mahila Mandal (please see table no 8.3.1 page no.275) and from the survey of class III and IV respondents sample unit of 276, 23.91 percent respondents (and family members) are receiving benefits of Mahila Mandals (please see table no 8.3.2 page no.279).

[1.2.6] Music competition:

To encourage hidden talents among the employees, inter circle music competition are organized.

[1.2.7] Grants for special education of handicapped children of employees

The PGVCL gives grants for special education of handicapped children of employees and reimbursement towards hearing aid or such other equipment’s as per the PGVCL’s rules.
[1.2.8] **Staff Voluntary Retirement Cum Death Benevolent Fund Scheme:**

**(S.R.D.B.F.S.) and retirement benefits:**

The PGVCL has introduced staff Voluntary Retirement Cum Death Benevolent Fund Scheme. All members of the S.R.D.B.F.S. are given aid on retirement and death as per the norms fixed by the governing body from time to time S.W.O. is the secretary to the fund. From survey of class I and II respondents-sample unit of 324, 96.91 percent respondents receive benefit of S.R.D.B.F.S. (please see table no 8.3.1 page no.275) and from survey of class III and IV respondents-sample unit of 276, 99.28 percent respondents receive benefit of S.R.D.B.F.S. (please see table no 8.3.2 page no.279).

[1.2.9] **Balmandir:**

To employees’ organisation, running Balmandir, grants are given for running of Balmandir by the PGVCL.

[1.2.10] **Schools:**

PGVCL has its own schools at Gandhinagar and all head office-Vadodara. From the survey of class I and II respondents-sample unit of 324, 61.11 percent respondents (their family members) are receiving benefits of educational facilities (please see table no 8.3.1 page no.275) and from the survey of class III and IV respondents sample unit of 276, 39.86 percent respondents (their family members) are receiving benefits of educational facilities (please see table no 8.3.2 page no.279).

[1.2.11] **Medical and health services:**

The PGVCL has its own dispensaries at Rajkot, Porbandar, Vadodara, and Gandhinagar. The PGVCL pays medical allowance of Rs.100/- per month to all employees who are not attached with the PGVCL dispensary. From the survey of class I and II respondents-sample unit of 324, 65.43 percent respondents (family members) are receiving benefits of medical facilities
(please see table no 8.3.1 page no.275). and from survey of class III and IV respondents-sample unit of 276,44.20 percent respondents (family members) are receiving benefits of medical facilities (please see table no 8.3.2 page no.279).

[1.2.12] Merit awards:

Merit awards are given for the followings
(i) Children of employees participating in the international Exhibition/Competition.
(ii) Children of employees elected at National level Scouts.
(iii) For national level dancing competition.
(iv) For securing first prize in competition held at national level for literature, for neo-literates.
(v) For sports at national and state levels.
(vi) Awards are also given to employees’ children securing ranks in S.S.C. /H.S.C. exam. Graduate/post graduate degrees/ Diploma examinations for securing 80 percent or more ranks and for securing gold-medals.

From the survey of class I and II respondents-sample unit of 324, 68.52 percent respondents (family members) have received benefits of merit awards (please see table no 8.3.1 page no.275).

And from the survey of class III and IV respondents-sample unit of 276, 68.84 percent respondents (family members) have received benefits of merit awards (please see table no 8.3.2 page no.279).

[1.2.13] Housing facilities:

The PGVCL has constructed quarters to provide accommodations to its employees. It is not possible to provide accommodation to all employees. Though the PGVCL has constructed quarters in majority area of the Saurashtra Region. Employees who are not provided accommodation facilities are paid H.R.A. as per the state govt. rules. Moreover, House Buildings Advantages are provided to all employees to construct houses.
From the survey class I and II respondents-sample unit of 324, 59.88 percent respondents are receiving benefits of housing facilities (please see table no 8.3.1 page no.275). and from the survey of class III and IV respondents-sample unit of 276, 50.00 percent respondents are receiving benefits of housing facilities (please see table no 8.3.2 page no.279).

[1.2.14] Canteen facilities:

Canteen facilities are generally provided at head office and power station from the survey of class I and II respondents-sample unit of 324, 44.44 percent respondents are receiving benefits of canteen facilities (please see table no 8.3.1 page no.275). And from the survey of class III and IV respondents-sample unit of 276, 19.57 percent respondents are receiving benefits of canteen facilities (please see table no 8.3.2 page no.279).

[1.2.15] Financing facilities:

Different types of advances are granted to employees like motor cycle/scooter advance, moped advance, bicycle advance, table / ceiling fan advance, motor car advance, House Building Advance etc.

From the survey of class I and II respondents-sample unit of 324, 70.99 percent respondents are receiving benefits of financing facilities (please see table no 8.3.1 page no.275). and from the survey of class III and IV respondents-sample unit of 276, 84.78 percent respondents are receiving benefits of financing facilities (please see table no 8.3.2 page no.279).

[1.2.16] Group insurance:

Group insurance scheme is applicable to all PGVCL employees on regular establishment. In this scheme employees have to pay only nominal amount. But in case of death of the PGVCL’S employee in serving during the period, his nominee shall be paid a lump sum amount.

[1.2.17] Transportation facilities:
Only class I and in certain cases class II and III Employees are provided transportation facilities (to travel in PGVCL’S vehicle). Through all employees are paid travelling facilities allowances as per rules.

From the survey of class I and II respondents-sample unit of 324, 40.74 percent respondents are receiving benefits of transportation facilities (please see table no 8.3.1 page no.2275). and from the survey of class III and IV respondents-sample unit of 276, 23.19 per cent respondents are receiving benefits of transportation facilities (please see table no 8.3.2 page no.279).

Facilities mentioned in the Factories Act, 1948 Secs. 11 to 20-health and secs 40 to 50-welfare are rightly followed by the PGVCL.

The data collected on respondents’ view regarding benefits of social welfare activities received by respondents and their family members-from sample unit are presented in the table 8.2.1 to 8.2.3 as under.

Table 8.3.1 shows benefits of social welfare activities received by respondents and their family members – class I and II.

Table 8.3.2 shows benefits of social welfare activates received by respondents and their family members – class III and IV.

Table 8.3.3 shows benefits of social welfare activities received by respondents and their family members – class I, II, III and IV respondents.

**Note for table 8.3.1:**

1. Percentage of respondents are – calculated at head office – out of 32 respondents, at Rajkot- out of 54 respondents, at Jamnagar– out of 100 respondents,at Junagadh – out of 48 respondents, at Porbandar– out of 38 respondents and at Amreli– out of 52 respondents (as per sampling plan).

**Table 8.3.1**  
Benefits of social welfare activities received by the respondents and their family members  
(class I and II)

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Table 8.3.1 Contd…..

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Note: figures in brackets are percentage to total.
Source: Questionnaire – A; Qu.no. – 28
Table 8.3.1 shows that:

(1) Maximum respondents – 96.91 percent are receiving benefits of staff voluntary Retirement Cum Death Benevolent Fund Scheme. In fact, this scheme is applicable to all employees. So it can be said that 3.09 percent respondents may not be aware of this scheme.

(2) Minimum respondents – 29.63 percent are receiving benefits of cinema. Because the PGVCL grants for screening of films and cultural programmes at power station only.

(3) From six unit of PGVCL at power station, maximum respondents – more than 94.00 per cent, are receiving benefits of all social welfare facilities except cinema, educational facilities, transportation facilities and merit award.

From above observation, it can be said that all employees’ benefits and services are provided at power stations and at head office also i.e. where there is concentration of staff. At other stations, limited employee benefits and services are provided. Hence employees, who are not attached with such centers, cannot get benefits of all employee benefits and services; the PGVCL is facing shortage of financial resources, which may be reasons for providing all staff welfare facilities at only selected station.

Note for table 8.3.2:

(1) Percentage of respondents are calculated at head office – out of 6 respondents Rajkot– out of 54 respondents, at Jamnager - out of 46 respondents, at junagadh - out of 60 respondents, at Porbandar- out of 48 respondents and at Amreli- out of 62 respondents ( as per sampling plan ).

(2) Column 9 = column 7 + column 8.
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<td>(95.65)</td>
<td>(3.33)</td>
<td>(20.83)</td>
<td>(9.98)</td>
<td>(23.19)</td>
<td>(76.81)</td>
<td>(100.00)</td>
</tr>
<tr>
<td>9</td>
<td>Housing facilities</td>
<td>4</td>
<td>8</td>
<td>44</td>
<td>48</td>
<td>24</td>
<td>10</td>
<td>138</td>
<td>138</td>
<td>276</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(66.67)</td>
<td>(14.81)</td>
<td>(95.65)</td>
<td>(80.00)</td>
<td>(50.00)</td>
<td>(16.13)</td>
<td>(50.00)</td>
<td>(50.00)</td>
<td>(100.00)</td>
</tr>
<tr>
<td>10</td>
<td>Canteen facilities</td>
<td>6</td>
<td>2</td>
<td>42</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>54</td>
<td>222</td>
<td>276</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(100.00)</td>
<td>(3.70)</td>
<td>(91.30)</td>
<td>(0.00)</td>
<td>(8.83)</td>
<td>(0.00)</td>
<td>(19.57)</td>
<td>(80.43)</td>
<td>(100.00)</td>
</tr>
<tr>
<td>11</td>
<td>Financing facilities</td>
<td>6</td>
<td>48</td>
<td>38</td>
<td>52</td>
<td>40</td>
<td>50</td>
<td>234</td>
<td>42</td>
<td>276</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(100.00)</td>
<td>(88.89)</td>
<td>(82.61)</td>
<td>(86.67)</td>
<td>(83.33)</td>
<td>(80.65)</td>
<td>(84.78)</td>
<td>(15.22)</td>
<td>(100.00)</td>
</tr>
<tr>
<td>12</td>
<td>Merit award</td>
<td>6</td>
<td>40</td>
<td>28</td>
<td>38</td>
<td>28</td>
<td>50</td>
<td>190</td>
<td>86</td>
<td>276</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(100.00)</td>
<td>(74.07)</td>
<td>(60.87)</td>
<td>(63.33)</td>
<td>(58.33)</td>
<td>(80.65)</td>
<td>(68.84)</td>
<td>(31.16)</td>
<td>(100.00)</td>
</tr>
</tbody>
</table>

Table 8.3.2 Contd…
Table 8.3.2 Contd…

<table>
<thead>
<tr>
<th></th>
<th>13 Retirement benefits</th>
<th>2 (33.33)</th>
<th>16 (29.63)</th>
<th>42 (91.30)</th>
<th>4 (6.67)</th>
<th>12 (25.00)</th>
<th>18 (29.03)</th>
<th>94 (34.06)</th>
<th>182 (65.94)</th>
<th>276 (100.00)</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Staff voluntary retirement cum death benevolent fund scheme</td>
<td>6 (100.00)</td>
<td>54 (100.00)</td>
<td>46 (100.00)</td>
<td>60 (100.00)</td>
<td>46 (95.83)</td>
<td>62 (100.00)</td>
<td>274 (99.28)</td>
<td>2 (0.72)</td>
<td>276 (100.00)</td>
</tr>
</tbody>
</table>

**Note:** figures in brackets are percentage to total.

**Source:** Questionnaire – B; Qu.no. – 19.
<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Social welfare activities</th>
<th>Benefits of social welfare activities received by respondents &amp; their members</th>
<th>Benefits not received</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Number of respondents/percentage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Head office 1</td>
<td>Rajkot 2</td>
<td>Jamnager 3</td>
</tr>
<tr>
<td>1</td>
<td>Sport</td>
<td>34 (89.47)</td>
<td>38 (35.18)</td>
<td>138 (94.52)</td>
</tr>
<tr>
<td>2</td>
<td>Cinema</td>
<td>6 (15.79)</td>
<td>0 (0.00)</td>
<td>124 (84.93)</td>
</tr>
<tr>
<td>3</td>
<td>Co-operative</td>
<td>14 (36.84)</td>
<td>20 (18.52)</td>
<td>136 (93.15)</td>
</tr>
<tr>
<td>4</td>
<td>Mahila mandal</td>
<td>22 (57.89)</td>
<td>2 (1.85)</td>
<td>136 (93.15)</td>
</tr>
<tr>
<td>5</td>
<td>Recreation club/employee s’ association</td>
<td>34 (89.47)</td>
<td>8 (7.40)</td>
<td>144 (98.63)</td>
</tr>
<tr>
<td>No.</td>
<td>Category</td>
<td>6 Medical facilities</td>
<td>7 Educational facilities</td>
<td>8 Transportation facilities</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------</td>
<td>----------------------</td>
<td>--------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>32 (84.21)</td>
<td>38 (100.00)</td>
<td>26 (68.42)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20 (18.52)</td>
<td>26 (20.07)</td>
<td>2 (1.85)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>146 (100.00)</td>
<td>136 (93.15)</td>
<td>128 (87.67)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>36 (33.33)</td>
<td>30 (27.78)</td>
<td>8 (7.41)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>40 (46.51)</td>
<td>42 (48.84)</td>
<td>20 (23.26)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>60 (52.63)</td>
<td>36 (31.58)</td>
<td>12 (10.53)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>334 (55.67)</td>
<td>308 (51.33)</td>
<td>196 (32.67)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>266 (44.33)</td>
<td>292 (48.67)</td>
<td>404 (67.32)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>600 (100.00)</td>
<td>600 (100.00)</td>
<td>600 (100.00)</td>
</tr>
</tbody>
</table>
Table 8.3.3 Contd…

| 14 | Staff voluntary retirement cum death benevolent fund scheme | 38 (100.00) | 108 (100.00) | 138 (94.52) | 108 (100.00) | 84 (97.67) | 112 (98.25) | 588 (98.00) | 12 (2.00) | 600 (100.00) |

Note: figures in brackets are percentage to total.
Source: Table – 8.3.1 and 8.3.2
Table 8.3.2 shows that:

(1) Maximum respondents – 99.28 percent are receiving benefits of staff voluntary Retirement – Cum – Death - Benevolent Fund Scheme.

(2) Minimum respondents – 14.49 percent are receiving benefits of cinema. Major changes in opinion of class I and II respondents and III and IV respondents regarding benefits of staff welfare activities received are not observed.

Note for table 8.3.3:

(1) Percentage of respondents are calculated at head office – out of 38 respondents, at Rajkot– out of 108 respondents, at Jamnager- out of 146 respondents, at Junagadh- out of 108 respondents, at Porbander- out of 86 respondents and at Amreli- out of 114 respondents (as per sampling plan).

(2) Column 9 = column 7 + column 8.

Table 8.3.3 shows that:

(1) Maximum respondents – 98.00 percent are receiving benefits of staff Voluntary Retirement Cum Death Benevolent Fund Scheme.

(2) Minimum respondents – 22.67 per cent are receiving benefits of cinema.

(3) From six unit of PGVCL at power station, more than 90 per cent respondents are receiving benefits of all staff welfare activities provided by the PGVCL except cinema, transportation facilities and merit award.
[1.3] Respondents’ opinion regarding success of social welfare activities:

The researcher attempted to collect data on respondent’s level of Satisfaction with social welfare activities – class III and IV (from sample unit). the details are shown in table 8.4

Table 8.4 shows:

(1) 67.39 percent respondents are satisfied with social welfare activities (15.94 percent respondents are very satisfied and 51.45 percent respondents are satisfied.)

(2) 23.19 percent respondents are dissatisfied with social welfare activities (10.87 percent respondents are very dissatisfied and 12.32 percent respondents are very dissatisfied.)

Reasons given by the respondents who are dissatisfied with social welfare activities are – they still want more benefits under social welfare activities and some benefits are not availed by them because of non-availability of such facilities at their station. It can be said that majority of employees are satisfied with the existing social welfare activities.

An attempt to study respondents’ view, belonging to class I and II, regarding success of social welfare activities was made by the researcher (from sample unit). The details are shown in table 8.5.
Table – 8.4
Respondents level of satisfaction with social welfare activities (class III and IV)

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Respondents level of satisfaction with social welfare activities</th>
<th>Head office</th>
<th>Rajkot</th>
<th>Jamnager</th>
<th>Junagadh</th>
<th>Porbandar</th>
<th>Amreli</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Very satisfied</td>
<td>4 (66.67)</td>
<td>4 (7.41)</td>
<td>8 (17.39)</td>
<td>16 (26.67)</td>
<td>10 (20.83)</td>
<td>2 (3.22)</td>
<td>44 (15.94)</td>
</tr>
<tr>
<td>2</td>
<td>Satisfied</td>
<td>2 (33.33)</td>
<td>34 (62.96)</td>
<td>24 (52.17)</td>
<td>30 (50.00)</td>
<td>24 (50.00)</td>
<td>28 (45.16)</td>
<td>142 (51.45)</td>
</tr>
<tr>
<td>3</td>
<td>Neither satisfied nor dissatisfied</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>10 (21.74)</td>
<td>12 (20.00)</td>
<td>2 (4.17)</td>
<td>2 (3.23)</td>
<td>26 (9.42)</td>
</tr>
<tr>
<td>4</td>
<td>Dissatisfied</td>
<td>0 (0.00)</td>
<td>2 (3.70)</td>
<td>4 (8.70)</td>
<td>0 (0.00)</td>
<td>6 (12.50)</td>
<td>18 (29.03)</td>
<td>30 (10.87)</td>
</tr>
<tr>
<td>5</td>
<td>Very dissatisfied</td>
<td>0 (0.00)</td>
<td>14 (25.93)</td>
<td>0 (0.00)</td>
<td>2 (3.33)</td>
<td>6 (12.50)</td>
<td>12 (19.35)</td>
<td>34 (12.32)</td>
</tr>
<tr>
<td>6</td>
<td>Total</td>
<td>6 (100.00)</td>
<td>54 (100.00)</td>
<td>46 (100.00)</td>
<td>60 (100.00)</td>
<td>48 (100.00)</td>
<td>62 (100.00)</td>
<td>276 (100.00)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.
Source: Questionnaire – B, Qu. No. – 20.
### Table – 8.5
Respondents view regarding success of social welfare activities (class I and II)

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Objective of social welfare activities</th>
<th>Respondents view regarding success of social welfare activities</th>
<th>Number of respondents / percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Strongly agree</td>
<td>Agree</td>
</tr>
<tr>
<td>1</td>
<td>Promoting employee welfare</td>
<td>66 (20.37)</td>
<td>214 (66.05)</td>
</tr>
<tr>
<td>2</td>
<td>Promoting higher moral among employees</td>
<td>56 (17.28)</td>
<td>170 (52.47)</td>
</tr>
<tr>
<td>3</td>
<td>Promoting employee health and safety</td>
<td>130 (40.12)</td>
<td>168 (51.85)</td>
</tr>
<tr>
<td>4</td>
<td>Providing for the needs of employees and protect them against certain hazards of life</td>
<td>64 (19.75)</td>
<td>166 (51.23)</td>
</tr>
<tr>
<td>5</td>
<td>Encouraging employees towards greater productivity efforts</td>
<td>42 (12.96)</td>
<td>148 (45.68)</td>
</tr>
</tbody>
</table>

Note: Figures in brackets are percentage to total.
Source: Questionnaire A; Qu.No – 29
Table 8.5 shows

(1) Maximum respondents (91.97 percent of the respondents) agree with success of the objective – promoting employee health and safety. (40.12 percent respondents) strongly agree and 51.85 percent respondents agree.

(2) Minimum respondents (58.64 percent of the respondents) agree with success of the objective – encouraging employee towards greater productivity efforts. (12.96 percent respondents strongly agree and 45.68 percent respondents agree.)

(3) 86.42 percent respondents agree with success of the objective – promoting employee welfare and 12.35 percent respondents disagree with success of this objective.

(4) 70.98 percent respondents agree with success of the objective – providing for the needs of employee and protect them against certain hazards of life and 29.02 percent respondents disagree – with success of this objective.

(5) 69.75 percent respondents agree with success of the objective – promoting higher moral among employees and 24.08 percent respondents disagree with success of this objective.

It can be said that the PGVCL has been succeed to achieve majority of objective of social welfare activities (from class I and II respondents point of view.)

All these observation show that the PGVCL provide various employees benefits and services. Which promote employee health and safety, promote employee welfare and provide positive entertainment and recreation to the employees. The PGVCL is facing inadequacy of financial resources due to which all employees provided at selected station only. With reference to availability of financial resources and to meet the legal requirement, the PGVCL exiting staff welfare facilities are quite fair and reasonable to retain employees in the PGVCL and to foster loyalty.
2 – SAFETY:

[2.1] Meaning and importance of employee’s safety:

Every year lakhs of employees are injured in factories, mines, railways, ports etc., leading to acute aliment or permanent handicaps. The injuries may be caused as a result of unsafe activity. An accident is both economics and a human relation tragedy. The lost wages to the employee present economical problem to him and his family. The lost production and broken equipment are tangible economic cost to the employer; Family’s loss in wages creates social and human relation stress. Nothing is more important than the human aspect of accident loss. Human resources loss due to accident cannot be compensated. So safety and accident prevention are of prime importance to maintain human resources.

An accident is undesired event that results in harm to people, damage to property or loss to process. According to factories act, 1948 “an accident is an occurrence in an industrial establishment causing bodily injury to a person which makes him unfit to resume his duties in the next 48 hours. “An accident is unexpected which is neither anticipated nor designed to occur it is always sudden.

Electricity is hazardous to human and animal life if not handled with proper precaution. Employees of PGVCL are exposed to this danger day in and day out. Accidents at working place result in varying degree of harm to people/staff. Working area of the PGVCL is not limited like a factory as electricity supply is distributed to the entire state and hence direct approach by higher authority to any safety problem is not possible therefore safety and accident prevention are of prime importance to the PGVCL.

[2.2] Safety policy:

The safety policy of PGVCL has been defined, approved and introduced, which is as under.

“PGVCL has decided to provide for its employees a safe working environment. To accomplish this, management will provide all reasonable safeguards to ensure safe working condition and procedures in the area of generation, transmission and distribution of energy. Employees must use
safety equipment and observe rules of conduct and safe work procedure at all times. Joint co-operation between employees and management in observance of this policy can result in accident free performance to the mutual advantage of all."

Safety officers are recruited and are functioning at power station to promote effective safety measure. One senior safety engineer is posted at head office to help in promoting actions regarding accident prevention particularly in the field areas Engineering (O & M) unit plays the role of line function as well as staff functions.

[2.3] Types of accidents:

Generally following types of accidents take place.

(A) Mechanical accidents.

Mechanical accidents are generally of following types.

(i) Slip or lost of balance and fall down from pole or structure.

(ii) Failure of pole i.e. pole broken and fall from the pole.

(iii) Snapping of rope.

(iv) Vehicle accidents etc.

(B) Electrical accidents.

(i) Electric shock.

(ii) Due to electric shock employee lost balance and fall from the pole/structure etc.

Mechanical or electrical accidents may be fatal or non-fatal accident. The type of accident met with the respondents during services in the PGVCL class III and IV (from sample unit of 276) are shown in table 8.6.
### Table – 8.6

**Types of accident met with the respondents during services in**

**The PGVCL (class III and IV)**

<table>
<thead>
<tr>
<th>Sr. no</th>
<th>Type of accident (non-fatal)</th>
<th>Number of respondents/ percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Head office</td>
<td>Rajkot</td>
</tr>
<tr>
<td>1</td>
<td>Mechanical accident</td>
<td>0 (0.00)</td>
</tr>
<tr>
<td>2</td>
<td>Electrical accident</td>
<td>0 (0.00)</td>
</tr>
<tr>
<td>3</td>
<td>Number of respondents not met with any type of accident</td>
<td>6 (100.00)</td>
</tr>
<tr>
<td>4</td>
<td>Total</td>
<td>6 (100.00)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.

Source: questionnaire – B, Qu.no. – 21

Table 8.6 shows:

(i) From survey of class III and IV respondents – sample unit of 276, 17 respondents (12.32 percent respondents) have met with nonfatal accident and 121 percent respondents (87.68 percent respondents) have not met with accident.

(ii) 2.90 percent respondents have met with mechanical accident.

(iii) 9.42 percent respondents have met with electrical accident.

**[2.4] Causes of accidents:**

Nature of accident may vary from industry to industry. Like this accidents are result of combination of factors, each of which may vary from
situation to situation. There are environmental factors; mechanical factors personal factors etc. which cause accidents generally hazardous arrangement, unsuitable location of light sources, lock of proper ventilation ignorance of correct method, faulty work habit etc. cause accident.

In PGVCL cause of accidents are generally as below.
(1) Coming in contact with live line by mistaken.
(2) Mistaken identity of line or equipment.
(3) Not clearly following line clear permit.
(4) Mechanical failure of safety belt, ladder etc.
(5) Slipping or loosing balance and falling down from the pole or structure.
(6) Snapping of rope.

All these cause of accidents show that there is lack of awareness on the part of employees at safety measures.

[2.5] Safety measures:

Accidents are always costly. They must be prevented. Accidents can be prevented by taking various safety measures. The National Safety Council, U.S.A. says accident prevention depends on the three E’s:
E – Engineering
E – Education
E – Enforcement

i.e. the job should be engineered for safety. Employees should be educated about safety procedure and safety rules should be properly enforced.

Another formula to prevent accident can be given as below.
A – Attitude
I – intelligence Accident prevention
D – Discipline

I.e. working with good attitude, intelligence and discipline, accidents, can be prevented.

To prevent accident in actual practice, generally following two activities are followed.
(1) Reducing unsafe condition.
(2) Reducing unsafe acts.

These can be done through scientific, placement, safety training, safety education, warning potential hazards.

![Accident – triangle](image)

Triangle shows safety and cross signal shows danger i.e. possibility of accident. When there are chances of accidents, such symbols can be drawn to prevent accidents.

The factories Act, 1948 makes detailed provisions in regard to various matters relating to health, safety and welfare of workers. So far as safety is concerned, Safety Provisions contained in secs 21 to 40.

In PGVCL senior safety engineer is recruited who is functioning to promote safe work measures. To establish safe work method and to prevent accidents, following safety measures are adopted by the PGVCL.

(i) In built trip system
(ii) Electro – static precipitators
(iii) Coal supply
(iv) Pressure vessel testing
(v) Installation of electrical equipment’s and lines
(vi) Work permit system (line clear permit system)
(vii) Inspection and monitoring of the plant
(viii) Tools and tackles
(ix) Checking L.T. systems
(x) Fire protection
(xi) Safety motivation
(xii) Safety committee meetings
(i) **In built trip system:**

All the power stations have built in trip system of various kinds to stop the plant whenever operating parameters deviate from normal setting. The flow of steam which may cause unsafe situation is vented out by a safety valve at a height for safe disposal. All power plants have built–in instrumentation to monitor all the generation process parameters.

(ii) **Electro–static precipitators:**

In order to provide safe environment, effective electro–static precipitators are installed before the chimney path to reduce emission of solid particles from the chimney.

(iii) **Coal supply:**

A separate coal yard provided in each thermal power station. Unloading of coal from the railway wagon and transferring of coal is facilitated by a good automatic wagon tipper and conveyor belt.

For coal dust suppression water sprinkler system is provided. To avoid fire hazard in coal yard, water hydrant system are provided. In coal conveyor belt tunnel, automatic water sprinkling systems are provided, to protect against fire hazard.

(iv) **Pressure vessel testing:**

PGVCL has set regular schedule for testing of pressure vessel and safety valves. All statutory requirement of Factories act, Boiler Act etc. are fulfilled. Testing is monitored by competent persons.

(v) **Installation of electrical equipments and lines:**

The PGVCL has selected and installed electrical equipments as per the norms, standards and classification. Flameproof installations have been provided at required location in the plants. Qualified and experienced staff is operating and maintaining electrical equipments and systems lines and
structures are erected as per the specifications required after calculating all load parameters.

(vi) Work permit system (line clear permit system):

All most all the jobs have been covered by the permit system to ensure fulfillment of safety requirements.

Before starting work on any electrical equipment/line and installation, work permit is to be taken from the shift in charge of the plant and isolation is required to be made to ensure full safety while working.

(vii) Inspection and monitoring of the plant:

The PGVCL is making continuous efforts of inspection and monitoring of the plant by qualified and experienced staff in order to eliminate unsafe condition and practices in the plant.

(viii) Tools and tackles:

Tools and tackles which are being utilized by the employees are of standard quality and regular testing of material handling equipment it is being done to ensure safe operation.

(ix) Checking L.T. system:

All most all L.T. system are checked for insulations, leakage to earth etc., particularly service connections are checked for insulation of the service wires and for condition of the ear thing at the pole and at the consumer’s premises. If the conditions are not satisfactory, suitable steps are taken immediately for rectifying the defects.

(x) Fire protection:

Fire fighting arrangements and fire protection system at various plants are provided.
(xi) Safety motivation:

To create safety awareness among the employees, different activities like-
(1) Celebration of national safety day (4th march)
(2) Talk on safety subjects
(3) Safety competition
(4) Exhibition of personal protective equipment
(5) Training and demonstration
(6) Display of well-framed safety posters on different safety subjects
(7) Distribution of safety booklets, screening of safety films, safety meetings etc. are undertaken.

(xii) Safety committee meetings:

Safety committee meetings are arranged periodically. To solve problems with regard to plant condition and unsafe practices, employees also participate in safety committee meetings. This creates a common platform to solve problems and through this, many concrete suggestions for implementation are obtained.

All statutory regulations for safety mentioned in the Factories Act, 1948 secs. 21 to 40 are rightly followed from erection to operation stage by the PGVCL.

The researcher made an attempt to collect respondents view regarding adequate provisions for safety of employees and accident prevention – class I and II (from sample unit), which are shown in table 8.7
Table – 8.7
Respondents view regarding adequate provisions for safety of employees and accident prevention (class I and II)

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Respondents View regarding adequate provisions for safety of employees and accident prevention</th>
<th>Number of respondents/percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly agree</td>
<td>Head office (25.00) Rajkot (29.63) Jamnagar (18.00) Junagadh (12.50) Porbandar (0.00) Amreli (7.96) Total (16.05)</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>16 (50.00) 34 (62.96) 46 (46.00) 22 (45.84) 26 (68.42) 28 (53.85) 172 (53.09)</td>
</tr>
<tr>
<td>3</td>
<td>Neither agree nor disagree</td>
<td>0 (0.00) 0 (0.00) 10 (10.00) 6 (12.50) 2 (5.26) 0 (0.00) 18 (5.55)</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>8 (25.00) 4 (7.41) 20 (20.00) 10 (20.83) 10 (26.32) 14 (26.92) 66 (20.37)</td>
</tr>
<tr>
<td>5</td>
<td>Strongly disagree</td>
<td>0 (0.00) 0 (0.00) 6 (6.00) 4 (8.83) 0 (0.00) 6 (11.54) 16 (4.94)</td>
</tr>
<tr>
<td>6</td>
<td>Total</td>
<td>32 (100.00) 54 (100.00) 100 (100.00) 48 (100.00) 38 (100.00) 52 (100.00) 324 (100.00)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.
Source: Questionnaire – A, Qu. No. – 30.

Table 8.7 shows:
(1) 69.14 percent of the respondents agree with adequate provisions for safety of employees and accident prevention (16.05 percent respondents strongly agree and 53.09 percent respondents agree)
25.31 percent of the respondents disagree with adequate provisions for safety of employees and accident prevention (20.37 percent respondents disagree and 4.94 per cent respondents strongly disagree.)

All statutory regulations regarding employee safety are rightly followed by the PGVCL and safety provisions are absolutely adequate. But the cause of accidents show that is lack of awareness on the part of employees at safety measure. Hence where there is an infringement of safety provisions, disciplinary measures should be provided and employees should be known what is coming when they break the rules and in this way lack of awareness among employees should be disciplined before it hurts the employees badly and the PGVCL too, in order to implement safety measures successfully.

[2.6] Accident report:

Whenever any accident takes place, a systematic report is prepared by safety engineer and its copy is sent to different authorities. While reporting any accident, it is seen particularly that the cause of the accident is correctly assessed and remedial measures to prevent such accident in future are taken immediately. The report also indicates whether the existing safety measures are adequate or not. Any suggestion for improvement of the condition of the system which can prevent accident is considered in the report and is also acted upon.

[2.7] Safety training:

The PGVCL has established training department to train to educate staff to develop more skills in their work areas. Moreover training is also imparted to the staff to avoid accidents and to develop safe work method while on job. Instructions are issued from time to time almost care to observe all procedure use of safety tools and tackles and to eliminate human errors in order to prevent accidents to the PGVCL employees and public.

With regard to training, one day safety training programme on “Accident prevention technique” is establish for lineman staff and such different programmes are conducted at various division and circles. One safety film video cassette has been prepared by safety engineer and it is screened to all sub division. One safety booklet is
prepared by safety engineer and it is distributed to all lineman staff for safety awareness.

The researcher attempted to collect data on respondent’s level of satisfaction class III and IV, with the PGVCL safety and accident prevention policy (from sample unit). The details are shown in table 8.8.

**Table – 8.8**

**Respondents’ level of Satisfaction with the PGVCL Safety policy and Accident prevention (Class III and IV)**

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Respondents level of satisfaction with the PGVCL’s safety and accident prevention policy</th>
<th>Number of respondents/percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Head office Rajkot Jamnager Junagadh Porbandar Amreli Total</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Very satisfied 4 (66.67) 6 (11.11) 0 (00.00) 8 (13.33) 2 (4.17) 2 (3.22) 22 (7.97)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Satisfied 2 (33.33) 32 (59.26) 18 (39.13) 14 (23.34) 20 (41.67) 30 (48.39) 116 (42.03)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Neither satisfied nor dissatisfied 0 (0.00) 0 (0.00) 14 (30.43) 26 (43.33) 10 (20.83) 0 (0.00) 50 (18.11)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Dissatisfied 0 (0.00) 16 (29.63) 12 (26.09) 8 (13.33) 16 (33.33) 20 (32.26) 72 (26.09)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>very dissatisfied 0 (0.00) 0 (0.00) 2 (4.35) 4 (6.67) 0 (0.00) 10 (16.13) 16 (5.80)</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Total 6 (100.00) 54 (100.00) 46 (100.00) 60 (100.00) 48 (100.00) 62 (100.00) 276 (100.00)</td>
<td></td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.

Source: Questionnaire – B, Qu. No. – 23.
Table 8.8 shows:

1) 50.00 per cent respondents are satisfied with the PGVCL’s safety and accident prevention policy (7.97 percent respondents are very satisfied and 42.03 per cent respondents are satisfied).

2) 31.89 per cent respondents are dissatisfied with the PGVCL’S safety and accident prevention policy (26.09 percent respondents are very dissatisfied and 5.80 per cent respondents are dissatisfied).

All reasonable safeguard to ensure safe working conditions and procedures in the area of power generation, transmission and distribution are provided by the PGVCL So. The safety and accident prevention policy adopted by the PGVCL is at par. Hence the respondents who are dissatisfied with the PGVCL’S safety and accident prevention policy may be fully known to all safety measures or may not be rightly followed safety measures.

[2.8] Number of accidents (2005 to 2009):

Numbers of accidents in PGVCL, during the period 2005 to 2009 are shown in table 8.9.

Table – 8.9

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Particular</th>
<th>Year (Jan. to Dec.) – Number of accidents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2005</td>
<td>2006</td>
</tr>
<tr>
<td>1</td>
<td>Fatal accidents</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Non-fatal accidents</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Total accident</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>% of fatal accidents</td>
<td>66.67</td>
<td>75</td>
</tr>
<tr>
<td>5</td>
<td>% of non-fatal accidents</td>
<td>33.33</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: information provided by safety officer at head office.
Analysis of data presented in the table 8.9 shows
(1) During 2005 to 2009, numbers of accidents have declined by 44.44 percent.
(2) Percentage of fatal and non-fatal accidents is varying at every year.

All this findings indicate that numbers of accidents have declined at every subsequent year and percentage of fatal accidents is higher than percentage of non-fatal accidents.

[2.9] Compensation for accidents:

The PGVCL pays compensation for accident as per the standard set up by it. Depending upon nature of accident.

The researcher attempted to collect respondents opinion regarding compensation the PGVCL pays for accident is enough-class I and II (from sample unit), which are presented in table 8.10.

**Table – 8.10**

**Respondent’s opinion regarding compensation the PGVCL pays for accident is enough (class I and II)**

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Type of accident</th>
<th>Respondents opinion regarding compensation the PGVCL pays for accident is enough</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Number of respondents/percentage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>1</td>
<td>Fatal accident</td>
<td>38 (11.73)</td>
</tr>
<tr>
<td>2</td>
<td>Non-fatal accident</td>
<td>18 (5.56)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.

Table 8.10 shows:

1. **59.26 percent respondents agree with compensation the PGVCL pays for fatal accident is enough** (11.73 percent respondents strongly agree and 47.53 percent respondents agree)

2. **37.04 percent respondents disagree with compensation the PGVCL pays for fatal accident is enough** (28.40 percent respondents disagree and 8.64 percent respondents strongly disagree).

3. **56.79 percent respondents agree with compensation the PGVCL pays for non-fatal accident is enough** (5.56 percent respondents strongly agree and 51.23 percent respondents agree)

4. **38.27 percent respondents disagree with compensation the PGVCL pays for non-fatal accident is enough** (31.48 percent respondents agree and 6.79 percent respondents strongly disagree).

All these findings show that majority of employees agree with compensation the PGVCL pays for fatal and non-fatal accident is enough (from class I and II respondent’s point of view).

The researcher made an attempt to collect respondents opinion about compensation paid by the PGVCL was enough. The details are presented in table 8.11.
Table – 8.11
Respondents opinion (who were met with accident) about compensation paid by the PGVCL for accident was enough (class III and IV)

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Particular</th>
<th>Number of respondents/percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Head office</td>
</tr>
<tr>
<td>1</td>
<td>More</td>
<td>0 (0.00)</td>
</tr>
<tr>
<td>2</td>
<td>Enough</td>
<td>0 (0.00)</td>
</tr>
<tr>
<td>3</td>
<td>Less</td>
<td>0 (0.00)</td>
</tr>
<tr>
<td>4</td>
<td>Total</td>
<td>0 (100.00)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.
Source: Questionnaire – B, Qu. No. – 22.

Table 8.11 shows that from the respondents who were met with accident during service in the PGVCL (34 respondents), as per 88.24 percent respondents the compensation paid by the PGVCL for accident was enough and as per 11.76 percent respondents it was less. Thus it can be said that compensation the PGVCL pays for accidents is enough.
3 – COMMUNICATION:

[3.1] Meaning and importance of communication:

The word communication has been originally derived from the Latin word communize denoting common. Therefore the word communication denotes establishing a degree of commonness with someone else. Communication generally refers to getting across an instruction or an opinion to a person or a group of people. Communication necessarily involves minimum two people one who sends the message and the other who receives it.

According to Edwin B. Flippo, communication is an act of importing ideas and making one self-understood by others. It is an act of inducing others to interpret an idea in the manner intended by the speaker or writer.

Luthans defines communication as “the transmission of commonly meaningful information. It is a personal process that involves exchange of behaviour.

In short communication is a process consisting a series of steps like generation of idea, putting in to some logical sequence and transmitting it through some media and its reception by someone at the other end his understanding of the message sent and his acting upon the message received.

Effective communication is essential for the successful performance of an organisation. The manager can make good decisions, think out well-conceived plans, establish a sound organisation structure, operate organisation as an integrated unit and be well linked by his associates through properly developed communication system. Moreover good human relation can be engendered through adequate communication and it is through effective communication that an executive ultimately gets work done by others. In addition to this communication puts a check on many remours, misunderstanding and gossip when plans, ideas, information etc. are circulated among employees. Hence communication can be said lite-blood and foundation stone of successful working of an organisation.
[3.2] Communication system of PGVCL:

A successful system of employee communication consists three way communication structures.
(i) Downward communication
(ii) Upward communication
(iii) Lateral or diagonal communication

Downward and upward communications are vertical communication and lateral communication is horizontal communication. Downward, upward and lateral communication may be in the form of oral communication or written communication.

Oral communication is direct communication consisting face to face communication between individuals except in case of telephones, intercom systems and other artificial communication media. It is generally in the form of talk’s public address, verbal discussion, telephone talk, holding of meetings and seminars, lectures, social to get gathes etc.

Written communication is generally in the form of instruction, order, statements regarding rules and regulations, procedures, policies etc., posters, newspapers, circulars, house journals etc.

In PGVCL communication system includes
[3.2.1] Downward communication
[3.2.2] Upward communication
[3.2.3] Lateral communication
[3.2.4] Informal communication
[3.2.5] Extra-organizational communication
[3.2.6] Union – Company communication
[3.2.7] Communication with public

All these systems of communication include both written and oral form of communication
[3.2.1] **downward communication:**

In this system of communication, information, thoughts, opinions, messages, facts, ideas etc. are transmitted from chairman, PGVCL members, General Manager, Additional General Manager Secretary, Chief Engineer, Supdt. Engineer and other higher level executives to middle level officers and lower level employees.

Instruction, directions, clarifications, interpretations, orders, statement showing policies rules and regulations, a specific conduct of job, change in work rules, time schedules, safety and welfare measures, order for transfers, promotions, information on working conditions, etc. generally flow downwards from higher level executives to middle and lower level employees this is done through meetings, lectures, conferences, notices in departments, circulars, letters, posters, PGVCL. News-periodical, booklets, annual report etc. The PGVCL publishes, “PGVCL. News”- periodical, house magazine every two months. This periodical, covers all major activities of the PGVCL various annual reports like annual financial statement, annual statement of accounts, administrative report etc. are published and sent to every concerned department of different units of the PGVCL.

It is opined by respondents during interview that generally employees are not directly communicate through higher level executives and general tendency is to communicate only necessary information to the employees by their immediate boss from the survey of 600 respondents, only 10.01 percent respondents are of the opinion that employees are provided information by boss/executives (please see table no 8.14.3). Therefore direct communication especially in downward communication should be developed.

[3.2.2] **Upward communication:**

In this system of communication, ideas, comments, reactions, reports etc. are transmitted from lower employees to middle level officers to top level executives.

Projection of ideas, comments, reactions, reports on excess or shortage in generation of power, attitudes and behavior, expression of dissatisfied feelings and grievances, suggestions for improvement in quality and other matters, reduction in cost etc. generally flow upward from lower employees to middle level officers to top level executives. This is done through telephones, meetings, conferences, social
affairs, union representatives, face to face reports, grievances, personal letters, and union publications – PENNA NEWS etc.

[3.2.3] Lateral communication:
In this system of communication, information, thought, opinion, messages, facts, ideas etc. are transmitted from an employee at one level in the PGVCL to other employees at the same level. Lateral communication is done by any form of communication depending upon the nature of message.

[3.2.4] Informal communication:
Informal communication grows out of social interactions among the PGVCL’S employees who work together. Such communication provides useful information for events to come, in the form of grape vine. Informal communication chains are formed by friendship groups or causal association and transmitted in a verity of ways. Generally such Communication carries information which cannot be transmitted by formal means.

[3.2.5] Extra organizational communication:
This type of communication takes place between organisations outside the PGVCL. The public relation wing of PGVCL is maintaining cordial relations with public sectors, commercial and social organisation. Informative advertisements are released to the selected publications published by various public sectors and social organisations covering the subjects such as Energy conservation, Accident prevention, PGVCL’S progress on various fronts, steps for curbing power thefts etc.

[3.2.6] Union – Company communication:
With a view to promote harmonious relations in the PGVCL from time to time union representatives along with the PGVCL’S officers are sent to attend different seminars and other training programmes at various place like N.I.T.I. – Bombay, staff training college – Hyderabad, national productivity council – new Delhi, X.L.R.I. Jamshedpur etc.
[3.2.7] **Communication with public:**

PGVCL’S different viewpoints are published to public through various newspapers and other mass media as well as the viewpoints are being covered through various newspapers, mass media and people from various walks of life. The PGVCL makes continuous efforts to present a clear picture to the public about the PGVCL approach with regard to certain important issues as well as problems being faced by the PGVCL. Memorable events that take place are given coverage by doordarshan, akashwani as well as newspapers.

Communication training:

Various workshops, seminars etc. on “communication skills” are arranged at various places for the employees of the PGVCL.

[3.3] **Respondents view regarding sources of information used by the PGVCL to provide information about the PGVCL’s activities:**

The researcher attempted to collect data on respondents view regarding sources of information used by the PGVCL to provide information about the PGVCL’S activities (from sample unit). The details are shown in the table 8.12.1 to 8.12.3 as under.

Table 8.12.1 shows respondents view regarding sources of information about the PGVCL’S activities – class I and II.

Table 8.12.2 shows respondents view regarding sources of information about the PGVCL’S activities – class III and IV.

Table 8.12.3 shows respondents view regarding sources of information about the PGVCL’S activities – class I, II, III and IV.

Table 8.12.1 shows:

1. 92.59 percent of the respondents feel that employees are provided information about the PGVCL activities by PGVCL News.
2. 61.72 percent respondents are of the opinion that employees are provided information about the PGVCL’s activities by circulars/letters.
3. According to 24.07 percent respondents, employees are provided information about the PGVCL’s activities by annual reports.
(4) As per the view of 9.88 percent respondents, employees are provided information about the PGVCL’s activities by boss/executive.

It can be said that PGVCL news and circulars/letters are the most used source of information about the activities.

**Table – 8.12.1**

Respondents view regarding sources of information about the PGVCL’S activities (class I and II)

<table>
<thead>
<tr>
<th>Sr no</th>
<th>Respondents view regarding source of information about the PGVCL’S activities</th>
<th>Number of respondents/percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Head office</td>
<td>Rajkot</td>
</tr>
<tr>
<td>1</td>
<td>PGVCL news periodical</td>
<td>32 (9.88)</td>
</tr>
<tr>
<td>2</td>
<td>Annual reports</td>
<td>6 (1.85)</td>
</tr>
<tr>
<td>3</td>
<td>Circulars/letters</td>
<td>26 (8.02)</td>
</tr>
<tr>
<td>4</td>
<td>Boss/executive</td>
<td>6 (1.85)</td>
</tr>
<tr>
<td>5</td>
<td>Any other</td>
<td>2 (0.62)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.

Source: Questionnaire – A, Qu. No. – 32.
<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Respondents view regarding source of information about the PGVCL’S activities</th>
<th>Number of respondents/percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Head office</td>
<td>Rajkot</td>
</tr>
<tr>
<td>1</td>
<td>PGVCL news periodical</td>
<td>6 (2.17)</td>
</tr>
<tr>
<td>2</td>
<td>Annual reports</td>
<td>4 (1.45)</td>
</tr>
<tr>
<td>3</td>
<td>Circulars/letters</td>
<td>4 (1.45)</td>
</tr>
<tr>
<td>4</td>
<td>Boss/executive</td>
<td>0 (0.00)</td>
</tr>
<tr>
<td>5</td>
<td>Any other</td>
<td>0 (0.00)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.
Source: Questionnaire – B, Qu. No. – 24.
Table – 8.12.3
Respondents view regarding sources of information about the PGVCL’S activities
(class I, II, III and IV)

<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Respondents view regarding source of information about the PGVCL’S activities</th>
<th>Number of respondents/percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Head office</td>
</tr>
<tr>
<td>1</td>
<td>PGVCL news periodical</td>
<td>38 (6.67)</td>
</tr>
<tr>
<td>2</td>
<td>Annual reports</td>
<td>10 (1.67)</td>
</tr>
<tr>
<td>3</td>
<td>Circulars/letters</td>
<td>30 (5.00)</td>
</tr>
<tr>
<td>4</td>
<td>Boss/executive</td>
<td>6 (1.00)</td>
</tr>
<tr>
<td>5</td>
<td>Any other</td>
<td>2 (0.33)</td>
</tr>
</tbody>
</table>

Note: figures in brackets are percentage to total.
Table 8.12.2 shows:

(1) 96.37 percent of the respondents feel that employees are provided information about the PGVCL’s activities by PGVCL news.

(2) 41.30 percent respondents are of the opinion that employees are provided Information about the PGVCL’s activities by circulars/letters.

(3) According to 20.28 percent respondents, employees are provided Information about the PGVCL’s activities by annual reports.

(4) As per the view of 10.13 percent respondents, employees are provided Information about the PGVCL’s activities by boss/executives.

It can be said that PGVCL news is the most used source of information about the activities.

Table 8.12.3 shows:

(1) 94.33 percent of the respondents feel that employees are provided information about the PGVCL’s activities by PGVCL news.

(2) 52.33 percent respondents are of the opinion that employees are provided information about the PGVCL’s activities by circulars/letters.

(3) According to 22.35 percent respondents, employees are provided Information about the PGVCL’s activities by annual reports.

(4) As per the view of 10.01 percent respondents, employees are provided information about the PGVCL’s activities by boss/executives.

All these observation indicate that as per the view of all categories of employees, information about the PGVCL’s activities is provided by PGVCL news and circulars/letters.

The effective maintenance of human resources, the PGVCL should provide attractive employee benefits and services in almost stations to retain employees in the PGVCL and to foster loyalty, the PGVCL should formulate safety policy to discipline employees for lack of awareness at safety measures and to prevent accidents, sound communication system to ensure efficient functioning of the PGVCL scientific incentive plan in order to make rewards valuable to the employees, to motivate employee for better performance and to stimulate employee growth resulting in successful achievement of the PGVCL’S objectives and smooth running of the PGVCL.