

A STUDY ON HUMAN RESOURCE DEVELOPMENT IN KPCL

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Abstract:

Karnataka Power Corporation Limited (KPCL) is a production based mega organization, which embarks on skilled and efficient workforce. Endeavored to meet the engrowing needs of power and to fill the gap of demand, it is constantly striving hard. In this organization welfare measures are considered to be an important tool to improve and motivate the workforce for better efficiency, there by improvement in the productivity. Therefore, contentment of the workforce is an essential parameter which leads the organization for success.

Karnataka Power Corporation Limited (KPCL) is an undertaking of Govt of Karnataka which in entrusted with the task of Generation of electricity in the state. Sighting the need of increasing the demand of electricity, KPCL along with its Hydel Project came up with Thermal Power Project at Raichur with 8 units of 250mw capacity with a total of 1720 production per day. Today, Raichur Thermal Power Station (RTPS) has become the pride of Govt of Karnataka and one of the mega success power projects in India, with its dedicated and professional workforce RTPS is marching ahead with great hopes.

Key Words: Karnataka Power Corporation Limited (KPCL) is a production based mega organization

Introduction:The power-generating sector is playing a vital role part in the industrial revolution. Since it is a basic input for the industries, uninterrupted power supply is inevitable. Hence, contended workforce is an indispensable ingredient of the organization to dispose their efficient and hard work. Therefore, it is on the part of management of the corporation to provide adequate welfare and social security measures to the entire workforce and to see that the workers are highly satisfied and render their service to achieve the organizational goals.

Objectives of the Study:

The present study is under taken with a view to achieve the following objectives.

- 1) To through light on development of RTPS/NPH of KPCL in Karnataka.
- 2) To review the Human Resource Policies and Practices in RTPS/NPH of KPCL.
- 3) To study the practice of management relating to recruitment selection, training and promotion of employees in RTPS/NPH of KPCL.

- 4) To suggest the management of RTPS/NPH of KPCL in improving the productivity of the workers through development of suitable HRM practices covered in the study.
- 5) To present the recommendations based on the findings of the study for effective HRM practices.

Hypothesis

The Study aims to test the following Hypothesis.

- 1) The RTPS (KPCL) there is a substantial increase in the recruitment of male employees as compared to the recruitment of female employees.

Scope of Study

Though Management of RTPS (KPCL) covers wide range of activities the study focused its attention mainly on the Human Resources Management (HRM). Among the variables of HRM more attention is devoted towards the Recruitment and Selection procedures, training and promotions methods. Grievance Redress procedure, welfare provisions and social security measures provided for employees of RTPS/NPH of KPCL. It was not intended to go into the details about socio-economic aspects even though some reference has been made at relevant places. Appropriate recommendation was also made also made to improve productivity, profitability's and quality of services through proper Recruitment and selection training, promotions, provision of employee's welfare facilities and compliance to relevant social security legislations.

Area of the study

The employees of RTPS/NPH of KPCL are central point of the study.

Methodology

The following are the various aspects of methodology adopted:

To meet the specific objectives of the study the has been collected through primary and secondary sources.

- 1) Primary sources
 - a) A comprehensive schedule of questionnaire on various aspects of Human Resource management practices in RTPS/NPH of KPCL has been drafted, pre-tested by interviewing 20 respondents and modified in the light of experience obtained during the pilot study and personally interviewed 300 respondents selected on stratified random sampling.
 - b) Detailed discussions have made with the concerned employees of RTPS/NPH of KPCL.

c) Personal observations have been made at the RTPS and NPH of KPCL falling under the field selected, to study the working conditions and amenities provided

2) Secondary sources

Secondary data were collected from the following published and unpublished sources.

- 1) Annual reports of KPCL (RTPS)
- 2) Unpublished annual reports of KPCL (RTPS)
- 3) Manuals of KPCL VOL-I, VOL-II, and VOL-III
- 4) Shakthi Vahini (monthly magazines of KPCL)
- 5) Circulars of KPCL
- 6) Websites of KPCL (RTPS)
- 7) Govt Reports (committees)
- 8) Books
- 9) Articles published in relevant journalist
- 10) Thesis and Dissertations submitted to various Universities in the same area of research. Institutions and Libraries,
 - a) Gulbarga University, Gulbarga
 - b) University of Hyderabad, Hyderabad
 - c) Mysore University, Mysore
- 11) News Paper and Magazines
- 12) Official Gazettes of KPCL and Govt of India.

Sample designs

There are 2030 employees working in different cadres working around the clock. Since Raichur Thermal Power Station is Power generating unit. The researcher has collected response from 304 employees which includes corporate and non-corporate (technical and non-technical) working in different shifts.

While collecting the primary data through structured interview schedule has been administrated on the respondents who were selected on the basis of stratified sampling method. To make the study more meaningful the RTPS and NPH were selected where the employees concentration is high and to give more representative sample. The sample design is shown in the Table-1.1.

The percentage of sample works out to around 15% of the total employees.

Table-1.1

NUMBER OF RESPONDENTS SELECTED

Units of KPCL	Corporate	Non- Corporate	Total
RTPS	75	150	225
NPH	25	50	75
Total	100	200	300

STATISTICAL TOOLS USED

The data collected through field investigation has been edited, coded, classified, tabulated, analyzed and interpreted by applying statistical tool, such as percentage, Z-tests for proportions and Chi-square tests. Statistical package for social sciences (SPSS) for Window version.13 has been used for the analysis and interpretation of the data. Wherever necessary, diagrammatic presentation of the data has been made. The weighted average score have been calculated on five point scale and three point scale. The weight assigned is as under:

- A) 5-Extremely satisfied, 4- Moderately satisfied, 3- Can't opine, 2-Moderately dissatisfied, 1- Extremely dissatisfied.
- B) 5-Strongly agree,4- Agree, 3-can't say, 2-Disagree, 1-Strongly disagree.
- C) 3-Extremely satisfied, 2-Satisfied, 1-Not satisfied.

Analysis of Employees satisfaction with recruitment and selection

Table -6.16

Employees satisfaction with recruitment and selection

Power Station		Employees Satisfaction with Recruitment and selection		
		Satisfied	Not-satisfied	Total
RTPS	Corporate	42	08	50
	Non-corporate	126	42	168
	Total	168	50	218
	Percentage (%)	77	23	100
NPH	Corporate	19	03	22

	Non-corporate	43	08	51
	Total	62	11	73
	Percentage (%)	85	15	100

Source: Field survey compiled by the researcher

The information relating top employee satisfaction with the practice of recruitment and selection is collected and presented in the table-6.16 from which it is interesting to know that in RTPS-77% of the respondents (corporate and non-corporate) are satisfied while 23% expressed dissatisfaction with the recruitment and selection practice followed by the RTPS of KPCL.

In NPH- 85% of the respondents (corporate and non-corporate) are satisfied and 15% expressed dissatisfaction with recruitment selection practice followed by the NPH of KPCL. Thus it is evident from the above data that majority of respondents were happy and satisfied with the existing practice of recruitment and selection already followed by RTPS/NPH/KPCL.

Analysis of reasons for dissatisfaction with recruitment and selection

Table -6.17

Reasons for dissatisfaction with recruitment and selection

Power station	Cadre	Reasons No. of Employees				total
		Deputation or Absorption from Govt or other Govt organization	Selection through contract appointment	Preference to land losers	Lateral movement (AEE/equivalent)	
RTPS	Corporate	6	-	-	02	08
	Non-corporate	20	06	16	-	42
	Total	26	06	16	02	50
	Percentage	52	12	32	04	100
NPH	corporate	02	-	-	01	03
	Non-corporate	04	02	02	-	08
	Total	06	02	02	01	11
	percentage	56	18	18	09	100

Source: Field survey compiled by the researcher.

In RTPS- of the 50 dissatisfied respondents employees, highest number of 52% of the respondents (corporate and non-corporate) were dissatisfied due to deputation or absorption from the government or other government organization. 32% of the respondents were dissatisfied due to preference to land losers, 16% of the respondents dissatisfied due to lateral movement and 12% due to selection through contract appointment.

In NPH- of the 11 dissatisfied respondent employees highest number of 56% of the respondents dissatisfied due to deputation or absorption from the government or other government organization. 18% each selection through contract appointment and preference to land loser and only 9% dissatisfied due to lateral movement of recruitment selection of employees.

It is observed from the survey that recruitment and selection of the employees were dissatisfied through deputation or absorption from the government or other government organization in both RTPS/NPH of KPCL.

.Training and Promotion

1. Analysis of Employees Satisfaction with Training

Table-6.18

Analysis Employees Satisfaction with training

Power Station		Employees Satisfaction and No. of employees		
		Satisfied	Not-satisfied	Total
RTPS	Corporate	22	40	62
	Non-corporate	126	37	163
	Total	148	77	225
	Percentage (%)	66	34	100
NPH	Corporate	10	15	25
	Non-corporate	39	11	50
	Total	49	26	75
	Percentage (%)	65	35	100

Source: Field survey compiled by researcher

Analysis of degree of satisfaction associated with the training of corporate and non-corporate cadre employee shows that - in RTPS 66%, in NPH 65% of the respondents were satisfied whereas dissatisfaction associated with the training of corporate and non-corporate employees shows that in RTPS 34% and in NPH- 35% of the respondents were expressed dissatisfaction over the method, type of training and period of training given to them.

2. Analysis of reasons for dissatisfaction with training of employees

Table-6.18 a

Reasons for dissatisfaction with training of employees

		Reasons for dissatisfaction and No. of Employees				
Power station	Cadre	Absence of external training programme	Faulty method of training	Duration of training	other	Total
RTPS	Corporate	22	12	06	-	40
	Non-corporate	25	07	05	-	37
	Total	47	19	11	-	77
	Percentage	61	25	14	-	100
NPH	corporate	08	04	02	-	15
	Non-corporate	06	03	02	-	11
	Total	14	07	04	-	26
	percentage	54	27	90	-	100

Source: Field survey compiled by the researcher

Analysis of reasons for dissatisfaction associated with the training of employees revealed that in RTPS out of 77 disappointed corporate and non-corporate respondents, 61% due to absence of external training programme, 25% faulty method of training (not match with job) and 14% due to duration of training programme. In NPH out of 26 dissatisfied respondents, 54% due to absence of external training programme. 27% faulty method of training and 19% due to duration of training programme. Thus majority of the dissatisfied respondents in both RTPS and NPH (corporate and non-corporate employees) of KPCL, points out that absence of external / institutional training programme and method of training programme given to them are the main reasons for dissatisfaction.

3. Basis for promotion in KPCL/RTPS/NPH

Table-6.19

Basis for promotion in KPCL/RTPS/NPH

Power station	Cadre		Basis for promotion of employees			
			Promotion on seniority-cum-merit	Promotion on selection	Seniority promotion	Qualification/trade test
RTPS	Corporate	Engineering	A	A	NA	NA
		Non-engineering	NA	NA	A	NA
	Non-corporate	workman	NA	NA	NA	A
NPH	corporate	Engineering	A	A	NA	NA
		Non-engineering	NA	NA	A	NA
	Non-corporate	workman	NA	NA	NA	A

NA- Not adopted, A- Adopted

Source: HRD manuals of KPCL volume-I, II, III.

4. Analysis of the employee satisfaction with promotional policy

Table- 6.20

Employee satisfaction with promotion policy

Power Station		Satisfaction with promotion and NO. of employees		
		Satisfied	Not-satisfied	Total
RTPS	Corporate	40	22	62
	Non-corporate	71	92	163
	Total	111	114	225
	Percentage (%)	49	51	100
NPH	Corporate	18	07	25
	Non-corporate	14	36	50
	Total	32	43	75
	Percentage (%)	43	57	100

Source: Field survey compiled by the researcher.

Analysis of degree of satisfaction associated with the promotion of corporate employees (engineering and non-engineering) and non-corporate employees shows that in- RTPS 49%, in -NPH 43% of the respondents were satisfied whereas dissatisfaction associated with the promotion of corporate and non-corporate employees shows that in-RTPS-51%, and in NPH-57%,of the respondents were dissatisfied over the promotion policy, methods etc.

5. Analysis of reasons for Dissatisfaction of promotion

Table-6.21

Reasons for dissatisfaction of promotion

		Reasons for dissatisfaction of promotion				
Power station	Cadre	Promotion on selection	Qualification /trade test	Promotion together with transfer to an unwanted place	total	Percentage (%)
RTPS	Corporate	14	-	08	22	19
	Non-corporate	-	80	12	92	81
	Total	14	80	20	114	100
	Percentage	12	70	18	100	-
NPH	corporate	05	-	02	07	16
	Non-corporate	-	26	10	36	84
	Total	05	26	12	43	100
	percentage	11	60	29	100	-

Source: Filed survey compiled by the researcher.

Analysis of reasons for dissatisfaction associated with the promotion of employees revealed that in RTPS total 114 dissatisfied, corporate- 22(19%) and non-corporate 92(81%). In NPH out of 43 dissatisfied employees, corporate 7(16%) and non-corporate 36(84%) Employees are dissatisfied. The main reasons for dissatisfaction of corporate employees are promotion on selection and promotion together with transfer to an unwanted place whereas dissatisfaction of non-corporate employees (workers) with the promotion policy over the management, as they reserves the right to prescribe qualification/trade test for considering promotion.

Hence, non-corporate employees are more dissatisfied than corporate employees in both RTPS and NPH of KPCL.

FINDINGS:

The study was conducted with the specific objectives and intended to validate empirically pre-set hypothesis. Following are the important findings of the study

- Power sector has become key infrastructural sector which plays pivotal role in the industrial development and KPCL is the state owned mega organization involved in power organization.
- KPCL is known for its corporate governance.
- Demographic profile of the respondents shows that 90% and 80% are male employees in RTPS and NPH respectively. Gradually there is an increasing trend in the number of female employees. Among the respondent chosen majority are in the age group of 45 years and above in both RTPS and NPH, which shows a strong base of experienced human resource.
- KPCL has got well experienced, both corporate and non-corporate, work force averaging their length of service about 20 years.
- Out of the total employees i.e. 2030 working in RTPS most of the employees 1296 are non-corporate i.e. 63.84% and also there are 232 female i.e., 11.42% employees working in different cadres including technical and non-technical cadres. **Linear regression Analysis showed that there is a Linear Increase in the recruitment of male employees when compared to female employees, hence the first hypothesis has been proved**
- There are totally 1305 employees who have technical education like Graduation/Post Graduation in Engineering Diploma in Engineering and ITI. It shows that majority 64.28% of the employees in both corporate and non-corporate employees have technical education and it shows that the organization is purely a technical organization from the data collected.

RECRUITMENT AND TRAINING

- There exists a manpower planning in all power stations, for this there is a separate Department functioning, i.e. Human Resource Development Department (HRD) to assess the manpower requirement of the corporation.
- HRD Department has taken the responsibility of assessing the manpower requirement and has adopted recruitment policy for recruiting its employees and recruitment as per norms and provision laid down by the Government of Karnataka.
- It is observed from the study that KPCL/RTPS/NPH have followed both internal and external source of recruitment 67% of the total vacancies have filled from out sources (external sources) i.e. advertisement, employment exchange, sainik board, SC/ST cell, Deputation or absorption from the government and other government organization, contract appointment and lateral movement, on compensatory ground, land losers etc and 33% of the total vacancies are filled from internal source i.e. promotion, transfer etc.
- It is important to note that the top most cadre vacancies like managing director, executive director (tech), chief engineers, general manager (HRD/Accounts/internal audit) are Deputation from

Government of India selected by the Board and remaining all cadre of vacancies are filled by the Managing Director considering the marks obtained in the qualifying examination.

- It has been observed that preference is given to land losers while considering to provide employment to the family/person(s) whose land(s) has/have been acquired/sub merged etc not more than one person is eligible for appointment in the corporation.
- Corporation is imparting training programme to all cadres of employees & different training programmes like In-house Training Programme, External Training Programme and Foreign Training Programme.
- The corporation in pursuance of its mission has undertaken many initiatives in Human Resource Development. One such important initiative is the ladder scheme introduced from 1997-98. This scheme seeks to make good the shortage of the technicians caused by the retirement/death of the employees in the future years another facet of this scheme is to meet the manpower requirement in the cadre of junior engineer for the expansion scheme/new projects of the corporation. Three types of courses are presently identified under the scheme. 1. ITI course, 2. Diploma & 3. Multi skills courses.
- It is observed from the study that in addition to the ladder scheme, redefining employees' skills scheme introduced from 2004-05 have further in the direction with an intention to minimize the mismatch of the skills and also to facilitate redeployment of employees from the non core areas.

PROMOTION, GRIEVANCES AND ABSENTEEISM

- It is significant to note that in the settlement entered into with the unions on 26/08/1991 before the labour commission under section 12(3) and 18(3) of the industrial disputes Act 1947, it has been agreed to introduce promotional scheme for workmen. Accordingly following promotional scheme is introduced in the corporation with effect from 01/09/1991.
- A workman who has received TBA and completed 12 years of service in the current post is eligible for promotion and should possess the educational qualification/trade test prescribed for such promotional posts.
- It is observed from the study that a workman to be considered for promotion under this scheme should also have satisfactory record of service. For this purpose, the Confidential Reports (CRs) of the workmen for the past five years immediately prior to the date of promotion would form the basis. However SC/ST employees are to be considered for promotion with the minimum service of three years in the current post, CRs for preceding three prior to the date of promotion would form the basis.
- It is observed from the study that 33% of the total vacancies were considered for promotion.

- It is observed from the study that promotion of corporate cadre employees like junior engineer and equivalent or assistant account officer and equivalent or assistant engineer and equivalent, to the cadre assistant executive engineer and equivalent is on the basis of seniority-cum-merit and promotion to the post of executive director(Civil/Mech/Elec/Instrn/R&D) and system managers, AGM(F)/AGM(HRD)/AGM(S&P/AGM(G)/AGM(C))/DMS/DLMS /AGM(Security) is ordered on the basis of seniority-cum-merit to the extent of 66.66% of the vacancies and on the basis of selection for the remaining 33.33% of the vacancies.
- Promotion to the cadre of superintendent engineer are equivalent and chief engineer and equivalent and above is on the basis of selection. In respect of posts that are to be filled up by promotion on selection, the selection is processed through two stages. In the first stage 'screening' is made by the screening committee and in the next stage is departmental promotion committee makes the selection.
- It is important to note that the zone for consideration of the employee will be for one vacancy-five employees"; two vacancies- nine employees; three vacancies- ten employees; four or more- three employees for each vacancy. The vacancies shall be filled as and when they arise and the process of selection will be conducted twice in a year normally in January/July.
- It is observed from the study that satisfaction level of promotion of corporate employees were high i.e. more than 65% of the respondents while non-corporate employees level of dissatisfaction of promotion is high i.e. more than 60% because the management reserves the right to prescribe qualification/trade test for considering promotion.

• CONCLUSIONS

- In this part, conclusion has been gathered from the study of the Human Resource Management in some units of KPCL (RTPS/ NPH). As the study was conducted with the specific objectives and intended to validate empirically pre-set hypotheses. The conclusions of the study are highlighted in the first part and suggestions are presented in the next part.
- The view of the respondents taken for the purpose of this research comprised both corporate and non-corporate cadre employees of Raichur Thermal Power Station (RTPS) and Nagjhari Power House (NPH) units of KPCL Karnataka. Ratio of the views of the persons taken to the total employees of the organization is 1:19.90 (around 5%).
- The profile of the most of the respondents employees that emerges from the analyzed data is of age group 40 years and above with more than 20 years service in the organization. Most of them are having technical qualification with highest professionalism. The KPCL has at its disposal immense matured, highly experienced and professionally qualified corporate and non-corporate human resource for its service and expansion.

- The objective of the KPCL(RTPS/NPH) is to provide cost effective electricity and quality power to the state grid. In order to fulfill this earnest objective, the organization is providing good welfare facility to its employees. The data analysis reveals that organization has recruited majority of the employees from the open market (direct) and also the social obligation of providing employment to the dependents of the deceased employees and the land loser who have lost their land for setting up of the project.
- As KPCL is a Govt owned organization, it follows all the rules and regulations laid by the Govt like reservations and other extension of benefits to the employees whereas, Female employees are around 10% of the total manpower in all cadres working at RTPS/NPH of KPCL when women is equally efficient in todays competitive world.
- **SUGGESTIONS**
- In recent years the economy is opened up for the private investments and the private players are entering the power sector in a big way, putting pressure on the organizations like RTPS/NPH/KPCL. Earlier the power sector was protected sector only the state owned organizations were there because of the huge investments required for setting up power plants. The huge industrialization taking place in the country, demand and supply mistakes the power sector has to be prepared for new demand and the competition. They have to be on continues improvement in their performance. So that they can be competitive and provide quality power at the competitive rate.
- Based on the findings of the society and conclusions drawn the researcher is able to make the following important suggestions to the management of RTPS/NPH (KPCL) for the consideration of Human Resource Management practices in the organization.
- Manpower strength of female employees in corporation (RTPS/NPH of KPCL) is only less than 10%. Hence, percentage female employees need to be considered in Recruitment Selection.
- Training is a key to productivity. The skill of people at work needs continuous improvement, which can be ensured through proper training, proper training facility needs to be provided both in and outside the factory. So KPCL/RTPS/NPH should train their employees to enrich in the areas of changing technical skills and knowledge from time to time and also duration and No. of Training Programmes should be increased.

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