

## SIGNIFICANCE OF IMPROVEMENT IN CONSUMER SERVICES OF MAHAVITARAN

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### ABSTRACT

*Customer service is the provision of service to customers before, during and after a purchase.*

*According to Turban (2002) "Customer service is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation" Its importance varies by products, industry and customer.*

### 1 INTRODUCTION:

#### 1.1 Customer services

Customer service plays an important role in an organization's ability to generate income and revenue. From that perspective, customer service should be included as part of an overall approach to systematic improvement. A customer service experience can change the entire perception a customer has of the organization.

In recent years the quality and level of customer service has decreased to overcome this situation many organizations have employed a variety of methods to improve their customer satisfaction levels.

The most important aspect of a customer service is that of what is often referred to as the "Feel Good Factor." Basically the goal is to not only help the customer have a good experience, but to offer them an experience that exceeds their expectations.

Maintaining effective customer service helps to build and maintain customer's relationship which is the key success in industrial businesses. In order to satisfy customer's needs, many companies need give better services to their customers. Better service quality typically can help to get higher market share and better returns. It is desirable for service providers to uncover what attributes consumers utilized in their assessment of overall service quality and satisfaction and which attributes are more important.

#### 1.2 Electricity in India

Expanding electrification and scaling up electricity services is critical to both the economic and social development of India. The current state of electricity services across India can be said to be acute, if not in a crisis mode. The immediate manifestations of this crisis are severe shortcomings in: a) access to electricity for rural and urban poor, b) generation capacity that cannot meet peak demand and c) reliability of supply, in terms of predictability of outages and quality of power supply. The goal of this report is propose a set of policy levers that can aggressively reform all three of these issues at once.

National statistics tell a story of problems afflicting generation, transmission, and distribution of electricity. Shortages in energy demand and peak power demand have been around 15% and 20% on average between 2008 and

2010. Industry, farmers and households have invested in a substantial amount of equipment and capital in the form of captive power plants, generators, inverters, and voltage stabilizers to address issues of supply and its quality. India, with an average annual per capita electricity consumption of 400 kWh, is far behind countries such as China (900 kWh), Malaysia (2500 Kwh), and Thailand (1,500 kWh).

While large-scale reforms have repeatedly been attempted in the past, India's achievement in the field of rural access to electricity leaves much to be desired. India is home to 35% of the global population without access to electricity (Table 1) and only 44% of all rural Indian households are electrified. According to the 2001 Census, 6.02 crore households use electricity as the primary source of lighting out of a total of 13.8 crore households in the country.

#### 1.3 Why is electrification important?

Both the Government of India and Planning Commission's strategy for the development of rural and urban India as well as the United Nation's Millennium Development Goals (MDGs) for the next ten years are inherently dependent on the integration of electricity services to achieve a set of varied development goals. Viable and reliable electricity services result in increased productivity in agriculture and labour, improvement in the delivery of health and education, access to communications (radio, telephone, television, mobile telephone), improved lighting after sunset, facilitating the use of time and energy-saving mills, motors, and pumps, and increasing public safety through outdoor lighting<sup>9</sup>. Electrification at a household level provides at the very minimum services such as lighting and communications (e.g. radio/television) and can increasingly meet the aspirations of the rural and urban populations to own other household appliances. Household electrification also increases the likelihood that women will read and earn income.

TABLE 1

Countries with large population without access to electricity	Population without access to electricity (Million)	% of world total	Per capita electricity consumption (kWh)
India	579.10	35.44	393
Bangladesh	104.40	6.39	102
Indonesia	98.00	6.00	390
Nigeria	76.15	4.66	85
Pakistan	65.00	3.98	374
Ethiopia	61.28	3.75	24
Myanmar	45.30	2.77	74
Tanzania	30.16	1.85	55
Kenya	27.71	1.70	107
Nepal	19.50	1.19	61
DPR of Korea	17.80	1.09	1288
Mozambique	16.42	1.00	47
World Total	1634.20	100.00	2343

Source: IEA, 2002

Under the current 5-Year Plan, the Planning Commission states that electrification and power service reforms are high development priorities. The central government also recognizes that the current state of energy services could significantly impede India's economic growth on a national scale – beyond the rural and agrarian contexts. This realization, along with India's gradual economic upswing, has brought the depressed state of energy service providers into the forefront of energy sector reforms. The failures of past Plans to revitalize power services (less than half of the goals of the Eight and Ninth Plans were implemented) underscore the sense of hopelessness that surrounds discussions of the state of electricity in India today.

Successes in electrification and electricity services can be achieved, nonetheless, by boldly confronting the difficulties that have incapacitated the power sector for decades and by adopting a multi-pronged approach to revitalize energy services in India. Future efforts must implement best practices and address setbacks in all of the following areas: distribution, power generation, tariffs, subsidies, monitoring and implementation of government schemes – in effect by addressing all aspects of energy generation and distribution.

## 2. Research in Commerce

As a Social Science, the boundaries of Commerce defy precise definition. Perhaps, it is in the very nature of Commerce, as a conduit of society's commercial activities that its boundaries should remain somewhat vague and flexible enough to accommodate, by its practitioners and the researchers alike, the shifting needs of the society. Research in Commerce thus has the permanent function of contributing to its own knowledge base and offering solutions to the problems encountered in commercial practices.

Research in Commerce is divisible into 'Basic Research' and 'Operational (Applied) Research'; the purpose of the former being the addition of knowledge to its scientific knowledge base, while the latter aims at offering meaningful solutions to the problems encountered in the application of commercial principles. The basic research in Commerce may be called as the 'research for knowledge' and the applied research in Commerce may be called as the 'research for development'. However, the point at which the research for knowledge ends and the research for development begins is indistinct. In fact, there is a degree of overlap between the

two.

## 3. Selection of Research Topic and Auspices

In the modern, trade and commerce-driven world, the Welfare State adopts diverse mechanisms for bringing about the economic development of individuals, communities and the society. Especially, in India, where nearly three fourths of the population is dependent on energy for its livelihood, enhancement of both generation and distribution of energy have a particular significance for the economic development of the nation and hence, it was appropriate and advantageous to conduct the present investigation under the auspices of Research in Commerce.

## 4. Statement of Research problem

MSEDCL is a development-oriented socio-commercial institution. The notion of 'development' implies existence of a goal and a deliberate effort towards achieving it. Dag Hammarskjold, former Secretary-General of the United Nations (UN) had stated, "Development is whole, it is an integral, value-loaded, cultural process. It encompasses the natural environment, social relations, production, consumption and well-being".

MSEDCL at the primary level, aims to achieve its operational goals of providing required electrical energy to the consumers, at the secondary level, it aims to achieve performance goals of optimum efficiency in distribution and improvement in infrastructural facilities, and at the tertiary level, it aims at the socio-economic enablement of the beneficiary consumers and it is the fact that many an efficiently-organized and well-run SEDCLs have been largely successful in achieving these three tier-goals.

In any case, an impartial, academic, appraisal enquiry into the MSEDCL' working is advisable to evaluate their performance and functioning. Such an enquiry would reveal clues to devise a comprehensive performance framework that would enable the MSEDCL to function proactively in the changing environment.

Accordingly, the present work is titled "Significance of Improvement of consumer Services of Mahavitaran in Satara District". The title signifies study of existing consumer services, its effectiveness and shortfalls in the services. An attempt has been made to analyse the service pattern and the remedies are being produced to improve the services and the performance of the organization in return.

## 5. Level of Research:

Although the prima facie nature of the present work appears to be that of a 'diagnostic-descriptive' investigation, it is the maiden venture in the study area to research the MSEDCL against the perspective of the Research in Commerce. Hence, the overall character of the present work has been maintained at the 'formulative-exploratory' level, in the hope that the findings returned on analyzing the empirical data under this work would be sensitive enough to bring forth promising hypotheses for subsequent researchers.

## 6. Satara District - the Study Area:

The District of Satara, situate between 17°50'-18°-11' North Latitude and 73°33'-74°54' East Longitude and covering an area of 10,492 sq.kms., is one of the largest districts in Western Maharashtra. The District lies in the 'Krishna-Koyana Basin' of the Deccan Plateau in the rainshadow region of Sahyadri mountain range - the Deccan fertile belt. It is bound on the north by Pune district, on the East by Solapur district, on the west by Ratnagiri and Raigad districts and on the south by Sangli district. The physical features of the District consist of plains, plateaus and hill ranges. The district has 6 perennial rivers, all flowing due

east. For administrative purposes, the District is divided into 11 talukas, namely, Khandala, Phaltan, Wai, Mahabaleshwar, Javali, Man, Koregaon, Khatao, Satara, Patan and Karad. According to 2011-Census, the District has a population of 30,03,922, inhabiting in 11 towns and 1,573 villages. The sex ratio of the population is 1000 males : 986.03 females, and the average literacy stands at 84.20%. Total literates in the Satara District increased to 2,270,142.

Total Area of Satara District was 10,480 with average density of 287 per sq. km. Satara Population constituted 2.67 percent of total Maharashtra Population.

The district is well-serviced by a good network of intra- and inter-district roads and 13 State highways. National Highway No.4 and Pune-Bangalore railway also run through it for 130 kms. and 133 kms., respectively.

Perennial availability of river water, efficiently harnessed irrigation potential and comparatively better soil productivity have made agriculture the dominant economic activity in the District, and in its wake, several agro-industrial activities, such as agro produce processing, milk and food processing, have prospered.

The central geographical region, because of its typical formation of medium to light sandy soil, has proved highly conducive for the production of superior quality onions and has the reputation of being the onion belt of repute in the country.

#### 7. MSEDCL In Satara District:

Erstwhile Maharashtra State Electricity Board was looking after Generation, Transmission & Distribution of Electricity in the State of Maharashtra barring Mumbai. But with enactment of Electricity Act 2003, MSEB was unbundled in to 3 Companies viz. Maharashtra State Electricity Distribution Co. Ltd., Maharashtra State Power Generation Co. Ltd. and Maharashtra State Electricity Transmission Co. Ltd. on 6th June

MSEDCL supplies electricity to a staggering 1.86 crore consumers across the categories all over Maharashtra excluding the island city of Mumbai. There are about 1.31 crore residential, 30 lakh agricultural, 13.46 lakh commercial and 2.5 lakh industrial consumers in MSEDCL area which fetch an annual revenue of about Rs. 33,000 crore

There are 5 Divisions and 23 Sub Divisions in the Satara district of MSEDCL being in the role of supplying electricity to the consumers of various categories in the district. The division wise numbers of HT & LT consumers are shown in the separate chart attached herewith. (See Table 2.8(A) & (B))

#### 8. Objectives of the Study:

In view of the foregoing discussions, the following have been set out as the objectives of the present study:

##### 1.4. OBJECTIVES OF THE STUDY

The Prime objectives of the study are

1. To examine the existing consumer services
2. To evaluate the performance of the MSEDCL

The sub objectives of the study are:

1. To examine the factors responsible for the poor performance of the SEB & need of corporatization.
2. To examine the challenges after corporatization.
3. To examine the various issues such as Management, Staffing Pattern, Financial position on the horizon of the emerging competitive world and standards thereof.
4. To study the problems and suggest a strategy for the planned development of the MSEDCL in Satara District.

#### 9. Hypotheses of the Study:

Since the present work is a maiden venture in the topic of investigation in the study area against the backdrop of research in Commerce, no concrete hypotheses have been taken up for testing, but through the conclusions arrived at after analyzing and interpreting the collected data, sensitivity to the emerging hypotheses that may be tested in subsequent research has been sought.

#### 10. Methodology adopted for the Study

##### Data required

To attain the objectives of the study following data is required.

1. Existing services extended by the company & the effectiveness of the services.
2. The satisfaction level of the consumers & their expectations from the company.
3. The competitive scenario and the scope & requirement of the new Facilities to be extended.

##### Data sources

The data has been collected from primary and secondary sources.

##### Primary data

The primary data in this case is bifurcated as:

1. The Data relating to the company.

The data collected from the working management of the company includes

1. The information about the activities of the organization,
2. Services rendered by the company,
3. Staffing pattern and responsibilities of the employees
4. The Standards set in the organization
5. The future plans of the company.

This data is required to know the actual working of the company, its standards and the performance of the company. This data is collected by having the interviews and having dialogues with the MSEDCL authorities. The Annual reports and the performance evaluation charts are taken in to consideration to understand the present position of the company.

2. The Data collected from the consumers on the Field:

This is the second part of the primary data. As the MSEDCL is a service industry and the services can not be tested before they are consumers, the consumer satisfaction survey was of utmost important. The activities of the company and their effectiveness are equated with the satisfaction level of the consumers to evaluate the performance of the company.

##### Secondary data

Secondary data in the form of archival information necessary for the successful completion of the work has been collected from government offices, concerned institution and organization. For discussing the theoretical aspects of the topic under investigation, published sources in various libraries, archives and collections have been used. Particularly useful were

Secondary data is collected with the help of books and Internet searches. Data regarding new concepts, competitor companies and industry information is collected through secondary sources.

##### Instrument

The data has been collected through structured schedules and interviews. A questionnaire is formulated to

get the random samples from the consumers of MSEDCL in the city. The questionnaire is so structured as to get the information in the following fields

1. Personal information
2. Technological services
3. Billing services
4. Performance of the MSEDCL
5. Management & Staff

The consumers were also requested to log their opinion about their \problems. A survey is carried out to know the expectations of the consumers towards the MSEDCL.

Sampling:

Researcher had selected 1000 nos. of Random samples from the Satara district for the data collection of the respondents. As the sample size was very huge, Non Probability Convenient Sampling method was used for selection of samples. Following is the table which shows the overall proportion in the sampling.

It shows that adequate proportion is given to every category. The PWW and Street light consumers are the Government connections and are subsidized by the Government of Maharashtra. The commercial and Industrial consumers are less in numbers but they contribute a large in the revenue of the MSEDCL, hence additional weightage is given to them.

Category	Cons
Residential	420 Surveyed
Commercial	320
Industrial	180
PWW	0
Street Light	0
agricultural	80
Total	1000

#### 11. Scope of the Study

The geographical scope of the present study is confined to the boundaries of Satara District of Maharashtra State. The topical scope focuses on the functioning and the performance of the selected MSEDCL vis-a-vis consumer services. The analytical scope covers fulfilling the objectives set out for the study. The functional scope is confined to offering a set of meaningful suggestions for alleviating the problems faced at MSEDCL by the consumers.

#### 12. Significance Of The Study

The fundamental drive of research in Commerce is sustained by its quest for acquiring new knowledge useful for successfully meeting the challenges posed by the environment.

MSEDCL in the state have a very large potential in the field of distribution of electrical energy and economic development, if only it is properly exploited. While technical researchers are actively engaged in improving the productivity of energy, problems relating to the functioning

and performance to improve consumer services of the MSEDCL lie in the domain of the researchers in Commerce. To that extent, the present work has attempted to offer meaningful suggestions to some of these problems in the study area. An exploratory research into these areas in a limited geographical territory may represent the first step in the eventual development of a practice theory for being implemented by similar EDCLs elsewhere. The present work, the researcher believes, is a step in this direction.

#### 13. Limitations Of The Study

1. The study is conducted in an area with a relatively underdeveloped infrastructure of MSEDCL. The findings of the study, therefore, may have to be read against this backdrop.

2. The study is conducted in an area with an at least half-a-century old history of MSEBs and a strong cooperative movement. The findings of the study, therefore, may also have to be read against this backdrop.

3. The responses of the Consumers-respondents were found to have been influenced by several socio-economic and demographic factors.

4. The study is conducted in a mixed urban: rural setting, where spatiotemporal perceptions differ widely from those obtaining in both highly urban and purely rural settings. The findings of the study may, therefore, have to be read against this backdrop, wherever necessary

5. The company being scattered in all over the state may have different topographical, human and service problems. The problems pertaining to the consumers in Satara district are analyzed. The problems for the consumers from other regions may vary.

#### 14. Conclusions And Suggestions

Within the scope of this work, the MSEDCL in Satara District means the MSEDCLs established under the Electricity Act 2003, in Satara District. The MSEDCL in Satara district deals exclusively in electricity distribution services. For fulfilling the objectives set out for the study, a sample of 1000 MSEDCL consumers (500 are from urban area and 500 from rural area) was taken up.

In the modern era the business policies have changed. The competition has reached to its peak and the consumers are benefited. The companies have started to think about the long time business and survival in the market. The power sector which was ruled by the government is now open to all. Many interested companies are making their ways in this field. The new ways to serve the consumers better and many new facilities to lure consumers are on their way.

In this era the MSEDCL should come up with new techniques and more consumer oriented services. 'A service at your doorstep' should be the new mission for the MSEDCL to survive. Efficient, skilled and polite working staff will be the additional advantage for the MSEDCL.

##### 14.1 Major Conclusions

After the intensive random survey on the field and taking into the consideration of the various aspects like company's performance, consumer's satisfaction and the relative facilities in the other power organization, can reach to certain conclusions.

1. The MSEDCL is a giant organization and works all over the state. The Geographical conditions may vary.

2. The working culture all over Maharashtra can not be expected to be the same. The study renders the survey in

rural and urban area of Satara district. The norms of services in the rural and urban areas are different.

3. They are not expected to lodge the same kind of satisfaction for their services.

4. The MSEDCL is basically a service Industry and hence is highly dependent on the attitude, efficiency and dedication of the staff. This may vary on the level of motivation and the style of middle management.

Technical Services:

It is observed in the study area that though MSEDCL is technically a strong organization, it has got a wide network but is not adequate in the rural area in the district. 70% of the respondents from rural area and 16% respondents from urban area are not satisfied, when asked about the uninterrupted power supply. The MSEDCL should strengthen the infrastructure for better quality services. A problem viz. Load is common to all the people and the people want to get rid of it. It is a technical truth that this problem can be solved by reducing the losses and at the same time adding the generation capacity. MSEDCL is trying to implement long term Load Management schemes to reduce load shedding. Feeder separation is one such long term scheme in which agriculture feeders are carved out. This not only helps load management but also strengthens the infrastructure and reduces technical losses. MSEDCL has also implemented Single Phasing Scheme in some parts of Maharashtra.

Zero Load Shedding Model is being implemented at certain places with the active participation of local citizens through consumer groups and people-s representatives. The mechanism is extremely transparent and is prior approved by the Regulator. In this model a costly power to the extent of shortfall is arranged for which a reliability charge is levied upon the local consumers. Billing

Billing is the Heart of the MSEDCL. This is the activity where in the revenue comes in. The people are satisfied with the method of billing and performance, but they are eager to get the services like e-bill clearance. It is observed during the survey that more than 50% of the residential consumers from rural and urban area are not able to understand the contents, i.e. duration, various charges levied etc. The consumers wish to pay on line. There should be transparency in the billing system which the consumers wish to maintain.

Working Performance (Technical performance) of MSEDCL

It is observed during the survey that 55% consumers are satisfied with the working performance of the MSEDCL(Still 45% of the consumers particularly from rural area is not satisfied with the working performance of the MSEDCL) MSEDCL is equipped with skilled professionals. In the rural area the infrastructure available is not adequate and the MSEDCL should arrange for the additional, adequate and strong network in future to meet the increasing demand of the consumers in future.

Management and Staff

A core management with clear vision, dedicated efforts and high moral is a key to success. In an organization like MSEDCL the services are scattered but the authorities are centralized. The policies are formed for the whole of the state but they are merely tested. There are limitations to the implementation as one policy can not hold well for the entire state. .

Further there are limitations for the apex management to monitor all the field activities. The accountability is

merely fixed and the complaints do not escalate very easily. Hence the consumer is left alone with his complaints.

The staff in the field is clearly trifurcated according to their activities- Technical skilled staff (engineers), Clerical, administrative Staff & Unskilled line staff.

The unskilled line staffs are working with the organization from the foundation of the MSEB. These staffs are either illiterate or learnt a few primary standards. Although they have devoted their lives to erect the company they are not able to cope with the modern standards. They are reluctant to change their working style. It will require a lot of motivation and training activities to transform.

The clerical staff is utilized for the administration purpose. Although these employees are literate they are not conversant with modern technical changes. The new trends of billing such as photometer reading, Electronic reading (CMRI reading) have proved to be challenges for them.

Further no separate accountability is assigned to these employees and hence they play a supportive role in the major activities like billing and improvement in the revenue realization.

Overall performance of the MSEDCL

Presently the MSEDCL is a deemed Licensee in the State. The consumers are not aware of the competition and the standards of the services rendered by other power organizations. Hence there is a verdict of general satisfaction (77%). But to survive in the competition the MSEDCL should take proactive steps and should start improving. This is an alarming bell for the organization and the continuous performance and progress will be the only solution.

Poor Consumer Service Has the following Consequences  
Dangers in Overlooking the Importance of Consumer Services are

1. Lack of public support for effective regulation
2. Non-payment of bills
3. Increased electricity theft
4. Poor service delivery/infrastructure from lack of direct reinvestment
5. Inefficient use of energy resources
6. Civil unrest and rioting

#### 14.2 Major Suggestions

##### A) Suggestions regarding Improvement in MSEDCLs Performance

The MSEDCL is a deemed licensee in the state (except few parts). It covers almost 90 % area of the state. The company has extended its network to almost every village in the state. Thus it is a source of energy of all household, industrial, Agricultural and other needs of the residents in the state. Any improvement in the Quality of services or in the quantity of power will have direct multiplying effect on the consumption and revenue. This in turn will help in the increased industrialization, high grain gain for the farmers and the total prosperity of the mankind.

Presently there is large shortfall between the Demand of electricity and the availability of the supply. There are forced power cuts for every type of consumers. The industries have compelled to save the electricity while the farmers are not given the supply more than 10 hours a day. This has resulted in the slow GDP rate and the economy is hampered.

The improvement in the MSEDCL is expected to enhance the efficiency and to reduce the technical and-commercial losses. This consequently will bridge the gap between the demand and supply. The improved condition and

additional efforts to increase the generation will strengthen the GDP.

1. A 'Code of Conduct' be prepared for the MSEDCL, outlining their functional responsibilities so as to enhance the State-wide efficiency in consumer services.

2. There is an imperative need to make the MSEDCL administratively viable and managerially competent in keeping with liberalized trade atmosphere.

3. Qualified Professionals in different functional areas of management (core management, finance, marketing and human resources) should head all the sub-committees of the MSEDCL.

4. The existing managerial staff (particularly middle level) of the MSEDCL need to be trained in the professional management of the markets, to facilitate liberalized, competitive and free marketing system.

5. The MSEDCL should properly train their Lower level management employees and linemens are particularly vigilant about their performance

6. A specialized WAN (Wide Area Network), connecting all the EDCLs in the country needs to be established forthwith, so that the beneficiaries (consumers from various categories) are enabled to obtain current information about other EDCLs, ruling rates per unit in the other states, electricity generation position in the other states, position of load shading in the other states, billing systems, efforts taken to improvement of consumers services in other states etc., which would further enable them to systematically plan their local operations.

7. The MSEDCL should pay particular attention to the maintenance of the infrastructure - 33 KV, 22 KV & 11 KV lines, sub-stations and distribution transformers, HV feeders, HT and LT lines, chipped-off offices, unkempt passages, unclean office tables, dilapidated shelters, all speak of the poor vigilance of the MSEDCL and alienate the consumers.

The infrastructure is already erected only the services are needed to be improved. With minimal of investment and with a great devotion this noble thought can be achieved.

There lies an opportunity in every difficulty only the vision is required to transform the difficulty in to the opportunity.

#### **B) Suggestions for Management and Staff.**

The researcher, on the basis of the data collected from the company authorities, Sampling and through the dialogues with the consumers, feels need of some measures to improve the performance of the MSEDCL.

1. Decentralization of the big unit or creation of small profit centres.

As discussed earlier it is a difficult task to monitor the activities of a large unit. It is also becomes impossible to fix the responsibility on a particular employee or authority in a huge network.

It may prove useful if the organization creates tiny parts with full fledged authorities and accountabilities. The unit may be called as 'Profit centre.' The unit will be self reliant and will work as independent unit. The Unit in charge will work in the scope of a CEO (Chief Executive Officer) and will be responsible and accountable for the profit or loss generated. The CEO can concentrate on key issues and can handle the organization better.

The NGOs like 'Prayas' has also supported this kind of structure but at the same time has emphasized on the key point that only increasing the functional units will not make a sense but there should be increased efforts to make the

working more transparent and efficient. They have also pointed out that the prices of the soaps are not decreased even if there are more manufacturers and the thing is a mass selling item.

2. The Standards of Performance (SOP) or definite working norms for the employees.

There are no prevailing working norms in the MSEDCL wherein the responsibility and accountability of every type of employee is distinctly mentioned. Hence a frame has to be designed for every employee to work within. The responsibilities should be made understood the penalties for

not discharging the duties should be levied. The standard operating procedure will make the employees disciplined and work oriented. This, in turn will, I present the whole organization as 'Responsible and Reputed firm' in the society.

3. Increasing the educational standards of the employees.

To cope with modern techniques and to have better dialogues with the end consumers the company should recruit the skilled and technically sound professionals. The young blood should be recruited to shoulder the new responsibilities and to accept the new age challenges. These employees will be in position to reach the mission and new programmes to the end consumers.

4. Continuous training and motivation programs.

It is wise to train the people than to get the trained people from outside. It is a process making the leaders inside. The employees can be trained for our requirement with a little cost and a great feeling of self respect and security in the employees' hearts. Continuous motivation will assure the successes in the given assignments all the time. The theories and the industrial practices have proved that a little spending on the Training and Motivation lead to the grand successes of a company.

The MSEDCL is expected to serve for the well being of the consumers but the nature has to be changed. The consumer satisfaction level is increased so the paying capacity has also increased. The MERC is trying to rationalize the tariff structure among all the classes of consumers. The commercial aspect needs to be justified. The management of MSEDCL seeks ongoing input from various stakeholders:

- Conducts customer communications forums and interviews to find out what consumers and the public think and feel about the MSEDCL
- Seeks feedback from MSEDCL personnel regarding internal and external communications
- Communicates with the media regarding the MSEDCL's image and media relations

#### **C) Suggestions to the Government:**

Power sector is the blood line of any nation. Higher is the generation and stronger will be the infrastructure, better will be the progress. Power sector needs huge investments. The MSEDCL, being a Public Sector Unit (PSU) works with 4% profit margin. This Profit is utilized to meet its administrative expenses. Even in the recent law amendment the Hydro generation is retained by the Government. In the past it was the total responsibility of the Government. There was sound provision for generation of the electricity up to Forth Five Year plan. Later on the provision was not made and the generation could not be added in proportion with the requirement. Hence it is suggested that

1. The Government should make Provision for the Electricity Generation in every financial budget to cope with

the increasing demand of the electricity. It should be based on the strong vision of the experts in the field and should be associated with a firm action plan. All attempts should be done to complete the target in stipulated time.

2. A free and fair policy should be generated and followed to involve the private electricity generators. All the CPP and co-generation projects should be promoted to generate higher than their requirements and to contribute in the total grid with their excess generation. Some subsidies should be given to these generators to make the electricity economical.

3. In the Tariff some of the classes are over subsidized. It not only puts the burden on the common man but also gives the undue liberty to the end users to waste the electricity to some extent. The Farmers especially can be trained and may be supplied with energy efficient devices to control their electricity usage. The subsidy to the small farmers is justified but the consumers with connected load more than 10 HP should be charged with the rational tariff.

4. Financial provision should be made to strengthen the infrastructure and to cater the quality services to the end consumers. Equity building can be a best resource to collect the financial aid for the MSEDCL.

#### D) Suggestions to the consumers

MSEDCL is a service industry to the end consumers. The services can not be tested before they are consumed. As there is monopoly in this sector the consumers have no alternative. There is a possibility that the consumers may get better services in future because of the improvement in the technology, management or by competition. It is a point to note that the energy sources in the world are exhausting rapidly. All the conventional sources will be exhausted in the later half of this century. There will be a great need to find out the unconventional energy sources or to switch over to the atomic energy. The atomic energy is costlier and unhealthy to the human life and to the environment. Hence it is a time to restrict ourselves, being the electricity consumers, in the undue usage of the power.

#### Hence it is suggested that:-

1. The consumers should use the electricity economically and optimally to avoid the irrecoverable waste of the electricity. It should be borne in mind that a unit saved is a unit generated.

2. The consumers are requested to use only energy efficient appliances to save the money and electricity, too. The inefficient appliances puts burden on the system by consuming higher electricity and yielding less output.

3. The industrial and agricultural consumers should go for modern techniques to save the power. These consumers, especially, the agricultural consumers are reluctant to use the capacitors in their installations. The capacitors relieve the system and also guarantee the smoother and efficient performance of the appliances. The capacitors lessen the reactive power in the system and reduce the technical losses, which in turn, is an addition in the capacity. The Tri- Part billing is the solution to monitor the working of capacitors in the system.

4. Now days Non conventional energy sources are widely available in the market. The solar water heaters, solar cells are gaining the popularity. The consumers may shift over to these sources for their bulk demand and can minimize their electricity demand.

#### E) What else is needed to do by MSEDCL to improve its consumer

#### services?

1. Improve the complaint resolution process
2. Understand new industries and expansions.
3. Increase Consumer Services buy-in within the MSEDCL
4. Seek increased responsibility and expand consumer advocacy
5. Improve consumer participation
6. Prepare and implement the Consumer Strategy on regular basis
7. Increase the internal capacity of staff

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