

ANALYSIS OF PRODUCTIVITY PERFORMANCE OF DHBVNL FROM 2001 TO 2010

Suman Rani*

Dr.Vijay Parkash Aggarwal**

INTRODUCTION

Dakshin Haryana Bijli Vitran Nigam, also known as DHBVN Limited is an Indian state owned electric utility company. It is owned by Government of Haryana and its headquarters is located in Hisar city of Haryana, India. In 1998, Haryana State Electricity Board was divided into two parts, namely, Haryana Power Generation Corporation Limited (HPGCL) and Haryana Vidyut Prasaran Nigam Limited (HVPNL). On 1 July 1999, HVPNL was further divided into two parts, namely, Uttar Haryana Bijli Vitran Nigam (UHBVN) and Dakshin Haryana Bijli Vitran Nigam (DHBVN). DHBVN is responsible for distribution of power in South Haryana. DHBVN is responsible for distribution of power in the following districts of Haryana:

- Bhiwani
- Faridabad
- Fatehabad
- Gurgaon
- Hisar
- Mewat
- Narnaul
- Rewari
- Sirsa
- Jind

*Research Scholar Monad Univeristy Hapur

**BSA, Pg College, Mathura, Hod And Associate Prof. Of Mathematics (Rtd.)

DHBVN Mission: Excellence in power distribution.

1. The DHBVN rededicates it to serve masses by extending reliable, quality, uninterrupted, safe and clean power to consumers at affordable tariff to boost agricultural, industrial and economic development in Haryana.

Priority Focus on:-

- Augmentation, renovation and modernisation of existing distribution system.
- Expansion of distribution net work.
- Preventive maintenance of distribution system.

2. The DHBVN is determined to bring down line losses.

Focus on:-

- Segregation and rehabilitation of all lengthier and overloaded feeders.
 - Setting up additional pole mounted substations.
 - Construction of additional 33 KV grid substations and augmentation of capacity of existing substations.
 - Providing dedicated/independent transformers to farmers.
 - Introducing High Voltage Distribution System (HVDS) and improve HT/LT ratio.
 - Strengthening energy audit system.
 - Cent per cent metering, including metering of tubewell connections.
 - Shifting of meters to outside consumers' premises.
 - Abating theft/pilferage and misuse of electricity with the involvement of public.
 - Stringent punitive action against unscrupulous people committing theft of power.
3. Improvement in collection efficiency will be the base of consistently achieving high growth and financial viability.

Focus on:-

- Minimising the live arrears.
- Reduction in permanent default arrears.
- Zero tolerance for non-payment of bills (Timely and proper disconnection on default).
- Cent per cent billing on the basis of actual meter reading and elimination of average billing.
- Use of spot billing and other special billing and collection techniques.

- To ensure timely distribution of bills.
- Expansion and popularising cash collection through banks and post offices.
- Cash collection by Ex-servicemen in rural area.
- Introduction of prepaid metering system.
- Better service in areas of good payer consumers.

4. The DHBVN commits to honesty, integrity and transparency in actions to achieve higher level of consumer satisfaction.

Focus on:-

- Haryana Electricity Regulatory Commission's (HERC's) standards of performance is to be citizens' charter.
- Connections to be released on demand.
- To set up customer care centers to give single window facility to consumers.
- Expansion of computerised complaint handling system through Bijli Suvidha Kendras (BSKs) upto village level.
- Use of Ex-servicemen power to improve consumer service.
- To evolve better consumer dealing and complaint handling system at sub-divisional level.
- To create consumer friendly environment at sub-divisional offices and complaint centres.
- To start mobile complaint handling system.
- Out sourcing of consumer complaint handling.

5. The DHBVN perpetrates to encourage and support energy savings activities and demand side management optimizing the use of electricity.

Focus on:-

- Separating urban and rural load.
- Segregation of agriculture and rural domestic load.
- Providing independent feeders to industries.
- Reactive power management through capacitor installation.
- Encouraging diversification from water guzzling crops to lesser water consuming crops.
- Bringing on DHBVN books the total connected load.

- To promote use of standard quality electricity gadgets and machines.
- To educate consumers on conservation of electricity.
- To promote remodeling and modernisation of pump-sets.

6. The DHBVN promises modernisation of management to bring about cost effectiveness and efficiency in functioning.

Focus on:-

- Evolving participatory management to enable workers and managers discuss vital issues together and work hand in hand towards common goals.
- Persistent drive for increase in revenue and reduction in costs.
- To encourage ideas, talent and value system.
- To promote a work culture that fosters individual growth, team spirit and creativity to overcome challenges and attain goals.
- Circles to act as profit centres; buy the power they require, pay for it and meet their expenses through their own income.

7. The DHBVN realizes inherent potential in new technology, particularly information technology, for improving efficiency, accounting, information level and consumer satisfaction.

Focus on:-

- Bijli Suvidha Kendras (Call Centres) having connected rural areas also.
- Web based availability of each and every information (Information publishing).
- Information facilitation counters/ consumer helpline centres at sub-divisional level.
- Web based database publishing.
- Development of IT within the organisation.
- Lesser paper office.
- Connectivity of workforce to Internet and encouraging usage of I.T. tools right down to their home level also.
- E-billing and on line payment, ATM type cash collection centres.
- Providing means of communication of latest technology to maximum number of employees.
- E - tendering.

- Net work mapping.
- Data logging.
- Remote meter reading.
- Electricity distribution automation.

DHBVN VALUES:

The DHBVN and its employees affirm and commit themselves to dedication to duty, integrity and honesty, transparency in work, cost consciousness, openness to suggestions and feedback from all stake holders and consumers. We are connected to consumers by more than electricity lines and believe in leading by example in consumer satisfaction. We are proud being creators of base for over all development of Haryana and India.

DHBVN EMPLOYEE ETHICS:-

At DHBVN we live and work by a system of shared values intended to guide our interactions with consumers and work for development of the State and the Nation. These Values are:-

- Work in unison with zeal and zest.
- Strive hard with positive attitude to achieve target.
- Be active team players.
- Possess a winning spirit.
- Create and sustain safe work environment.
- Focus on our consumers and development of Haryana.
- Treat consumers with respect.
- Grow the business.
- Aggressively look for better ways.
- Take actions to achieve results.
- Proud of being DHBVN employee.
- Above all, act with integrity.

Our values are very simple. We believe that there is only one way to earn better place: to work with fairness, honesty and integrity. These values will earn a nationwide reputation for us as responsible and respected 'Bijliwalas'.

That reputation can be earned through the actions of the team of thousands of employees

every day. But that can be tarnished by a single isolated incident. At DHBVN, as a company and as individuals, we must have integrity if we are to be successful.

If you notice any activity that is not in compliance with the DHBVN values, policies or violates the code of integrity, we ask you to report these activities. Our reputation depends on it.

TABLE - 1

Productivity Performance (ATR) of DHBVNL from 2001 to 2010

(In ` crore)

Year	Net Income (`)	Total Assets (`)	ATO
2001	1575.87	1910.10	0.83
2002	1771.35	2032.17	0.87
2003	1948.09	2040.43	0.95
2004	2125.13	2553.42	0.83
2005	2288.07	2257.42	1.01
2006	2588.78	3116.15	0.83
2007	3082.32	2613.47	1.18
2008	3869.00	2879.46	1.34
2009	4634.29	5999.02	0.77
2010	5263.94	8314.68	0.63
Average	2914.68	3371.63	0.92

TABLE - 2

Behaviour of Net Income

Year	b_0	b_1	t-value	R^2	ACGR
2001-2010	-114.055	.059	16.044	0.972	14*

TABLE - 3

Behaviour of Total Assets

Year	b_0	b_1	t-value	R^2	ACGR
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2001-2010	-117.564	0.060	4.641	0.741	14*
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Statistical Tool Used

t-test and Regression Analysis

ANALYSIS AND CONCLUSION

The productivity performance (ATO) of DHBVNL from 2001 to 2010 is shown by table – 1. The highest net income of the power corporation is ` 5263.64 crore whereas the lowest net income of the Nigam is ` 1575.87 crore. The net income of the Nigam is increasing from 2001 to 2010 continuously whereas fluctuating trend is observed in total assets of the firm. The average amount of total assets is more as compared to the average amount of net income (` 3371.63 crore > ` 2914.68 crore). The ATO (Assets Turnover Ratio) of the Nigam was 0.83, 0.87, 0.95 and 0.83 for 2001, 2002, 2003 and 2004 respectively. The ATO for 2009 and 2010 is 0.77 and 0.63 respectively which are less in comparison of overall average (industry ATO = 0.89). The highest ATO of the DHBVNL is 0.95 for 2003 and 0.63 is the lowest ATO for 2010. The average ATO of the power corporation is 0.92 which is more as compared to the ATO of 2001, 2002, 2004, 2006, 2009 and 2010. The overall average of four corporations is 0.89 which is less in comparison of DHBVN's ATO. Annual compound growth rate for net income and total assets is 14 per cent which is significant at one per cent level of significance.

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