

## PERFORMANCE ANALYSIS OF MANAGEMENT AND EMPLOYEES IN POWER DISTRIBUTION COMPANIES IN INDIA: AN OVERVIEW

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### ABSTRACT

*Performance appraisal helps in bettering the relationship between employees and employers in institution and company. It directly draws overall judgment of the trend of employees, behavior of employees and performance in work. It is continuing and a linear approach to get the estimated aim of not only company but also with working force of that company (Bhagoliwala.1991). Human are also now considered as a resource for business and in development of economy of a country called Human Resource in this industrial era of the world. It is need of today. A non-stop monitoring is wished to put the human sources into superb use for the favored effects (A instruction manual on HRD; NIPM, 1998). Performance Appraisal is the device which courses the administration to supply education in the areas of wants of personnel and prolong services to the personnel for the foremost and right utilization of human sources in the business enterprise in a higher way to beautify the performance. Performance Appraisal is an ongoing, non-stop and systematic effort to enhance or to increase or obtain a part in the companies via a sustained monitoring, education and mentoring ultimately culminating into a formal assessment at a unique length inside the gadget prescribed and adopted by way of the organizations. A formal process is required for evaluating personnel overall performance inside the organization.*

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**Keywords:** Performance, Companies, Power, Appraisal, Management, Employees.

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### Introduction

In the era of competitive environment, companies need to ensure that the performance of the employees should be at peak level. All you need to know more about the performance appraisal of every worker performance. The appraisal evaluates skills and ability with acceptable accuracy and consistency of performance appraisal provides a way to help analysis zones for performance improvement and to help boost professional increments.

Performance appraisal is center of attention on the measuring and enhancing the proper overall performance as on the future viable of the employees. Performance appraisal can assist for Improvement as properly as administrative purpose. Performance appraisal is extra applicable device to evaluate, refine and recognize the efficiency of the employees.

Every sector has a management system and every sector has a team for appraising performance of the employees. If water remains stored in a tank for long time, water stink similarly if a person on a same post and do same work it degraded its brain. For progress in life there must be some goals. Sometimes the goals are set by the companies to motivate employees or employees can set their own goals for self-motivation. Goals can be in terms of promotion, increment, transfer and sometimes it can be for self-satisfaction. Performance appraisal can be defined as evaluation of different activities of management and employees, in the different areas of operation and departments, of one company. A performance appraisal is quintessential for economic energy and proper profitability. In case of

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deteriorating scenario, it suggests the areas which needs improvement, whereas, in precise situation, the way to enhancement in the overall of evaluating performance of an agency to the most extent. So the appraisal is a technique of evaluating effectively and effectiveness of an agency or a company. The proprietors or management, or shareholders or lenders or monetary establishments of an agency are involved in the overall performance of the corporation and earnings of the organization.

#### Literature Review

**Kishore, Bhatt (2018) “Performance of Indian Power Sector, A methodology review of literature post electricity act 2003”:** According to study of this article, in last few years the electricity industry went under many regulatory reforms like unbundling of state electricity utilities, independent regulatory bodies, but day by day progress in distribution utilities is one the main concern for the decade. So, everyone wants to find out the strategic solution of distribution management and need of strict reform in distribution section and DEA methodology can be helpful to determine the performance of Indian Power Sector.

**C.Barot, (2014) article on “Electricity Purchase and Sales Performance in Gujarat with respect to Gujarat Urja Vij Nigam Limited”** according to this study in Gujarat, the erstwhile Gujarat Electricity Board (GEB) was recast into an organization referred to as GUVNL in 1999. It has seven subsidiaries. This Company primarily performs the functions of buying and merchandising the electric power. The most focus of this study is on the performance of the corporate in previous couple of years. It's been found that within the case of purchase of power, year-wise performance is nice however supplier-wise performance isn't satisfactorily. So, it's suggested from the study that company ought to determine new suppliers and take a look at to extend purchase of power from a lot of range of suppliers. Within the case of merchandising conjointly true is extremely just like the case of buying. The year-wise performance is nice however its subsidiary-wise performance isn't satisfactory. So, it may be suggested from my study that company ought to attempt to increase the quantity of subsidiaries for merchandising of power. Associate analysis of the correlation between getting and merchandising of the corporate shows that there's correlation and also the company ought to attempt to maintain constant in future.

**Ali and Opatha, (2008) within the article “Performance Appraisal System and Business Performance: An Empirical study in Sri Lankan apparel industry”** the author studies regarding the performance appraisal considerably relates to commercial enterprise overall performance in Sri Lankan attire companies. During this study to search out whether or not a big distinction exists between giant attire companies and non-giant attire companies with relation to perceived Quality of (PA) with regards to business performance for the study author used the a stratified random pattern of 274 attire companies in Sri Lanka. This study showed fine relationship between perceived systematic use of Performance appraisal and perceived degree of commercial enterprise of attire companies in Sri Lankan determined relationship used to sturdy implying that attire firm though' it's giant or non-giant ought to adopt a a lot of systematic PA therefore on improve its business performance.

**Madhusudhan and Damodhar (2017) the article “IMPACT OF UDAY theme ON province POWER DISTRIBUTION firms (DISCOMS)”** in keeping with author study Ujwal Discom Assurance Yojana (UDAY) scheme may be a monetary restructuring and efficiency enhancing programme, pursuits to scale returned the debt burden of the state-owned electricity Distribution companies (DISCOMs). though the most part of UDAY is debt management, distinct measures like Improvement of Operational potency, Reduction of rate of generation of power, Development of Renewable Energy, Energy efficiency & conservation also are deliberate for good settle the debt country of affairs of DISCOMs. The AP DISCOMs for overcome the losses, fortify the financial efficiency and up the Operational efficiency of DISCOMs. Government of Andhra Pradesh need to take over five-hitter of the losses of FY 2015-17 (FY 2015-16 & FY 2016-17) in the course of the FY 2017-18, a hundred percentage loss of the FY 2017-18 during 2018-19, twenty fifth of the loss of FY 2018-19 for the duration of FY 2019-20 and 5 hundredth loss of FY 2019-20 all through FY 2020-21. UDAY theme seems to be a Golden risk to future proof-reform and restructuring program for the afflicted power distribution companies and its success can, to an outsized extent, rely upon the help it receives from the taking part States in ending the spirit and intent of the theme.

**Agarwal and Doku (2016) the article “Performance Appraisal on Job Performance in the Tema Metropolitan Mutual Health Insurance Authority”** gives the overview about the effects of performance appraisal on the performance of the organization. In this article, questionnaire use all type of possible question and to determine performance appraisal. In the insurance company, the employees are task centered and more focused on achieving their target. By the article, we get to know that after

appraisal the employees are not getting proper trainings due to which the performance of the company affected. It also give information of performance appraisal process step by step and used histogram and normal distribution curve in analyzing the effect of performance appraisal.

#### **Objective of the Study**

- To evaluate growth in power distribution companies mainly in the states of Gujarat and Rajasthan.
- To study modern appraisal methods used in Power sector.
- To determine financial stability of Power distribution companies.
- To study factors affecting performance of Power distribution companies.
- To examine the performance evaluation aspects of employees on basis of certain variables and performance appraisal of employees in power distribution sector.

#### **Hypothesis**

Hypothesis basically used to test the result of findings. It is used to determine or check whether the findings are true or not. This is called testing of hypothesis.

In this research,

**H<sub>0</sub>:** There is no significant difference in the performance of power distribution companies in Rajasthan and Gujarat.

**H<sub>1</sub>:** There is significant difference in the performance of power distribution companies in Rajasthan and Gujarat.

#### **Tool and Techniques**

In this study I am using primary and secondary data for the analysis. I am using statistical method for analyzing the primary and secondary data. In this study using primary data for the questionnaire for performance appraisal of Rajasthan and Gujarat employees belongs to management level and lower level. Secondary data which is based on annual report of power distribution companies to compare with each other.

#### **Important Steps Consider for any Applying any Appraisal Method**

There are some important steps consider during applying appraisal method in any organization:

- Set overall performance requirements in relation to organizational goals: this have to be carried out after analyzing the organizations inside methods and exterior environment. The company wants to recognize the work cultures that power success and any specific employment traits that make a contribution to or undermine excessive performance.
- Define overall performance standards through a overall performance matrix: on the foundation of organizational goals, overall performance requirements can be described for every worker with the assist of his or her instantaneous supervisor. Goals and pursuits have to be determined before the appraisal duration begins.
- Defining the right matrix and introducing it with a balanced scorecard can assist to align person goals with these of the company. The focus must be on the outcomes to be executed as an alternative than one person activities.
- Keeping goals of company and matching the frequency of employees with company by setting their goals and giving for chance to improve performance.
- Appraisal of employees must be transparent.
- Appraisal must be used to provide feedback from superior, managers for performance evaluation.
- Outcome of appraisal must be communicated to employees so that they can improve themselves.

#### **Performance Appraisal in Power Distribution Company**

Appraisal in power sector is comes under sector development program to ensure that power sector is efficient or not, its sustainability in financial terms, competitiveness and capability of providing quality and quantity power to every household to provide economic support and social enhancing of life of people. As the power sector is in debt and structural weakness is also there for which ADB supported reform program to enhance economy.

Every company has different work condition and every company did appraisal in its own way. Some company did appraisal quarterly and some yearly. Generally working condition based on increment in pay, facilities, promotion. Appraisal is done on skill and ability of individual. Pay and promotion of every distribution company is different from each other. In some company's promotion is bases of seniority and in some companies promotion is done through exam which means based on skill and ability.

Working activities, working relationship and skill and abilities all are linking together with each other. Working activities can be done properly if an employee has skill to that work and gets environment to work freely without any pressure. In this case performance of employees also enhances. Monetary and non-monetary incentives are given to the employees in appraisal to motivate them to do work more efficiently. Proper training should be providing to all level employees for skillful work force.

#### **Analyses of Performance Appraisal through Questionnaire**

For analyzing performance appraisal, I made a questionnaire of 15 questions and sample takes from seven distribution companies of Rajasthan and Gujarat with 100 sample sizes from each company. The questionnaire is based on the references taken from annual performance appraisal report of power distribution companies.

The sample size is seven hundred which is taken from seven distribution companies of Rajasthan and Gujarat state and from each distribution company a sample size of hundred is taken to analyze the performance appraisal of the distribution companies.

The analysis of the sample size is done through collecting primary data by filling up the Performa of questionnaire and applying test in SPSS on the primary data.

#### **Question 1: Management of Power Sector is Well Defined**

<b>Companies Response</b>	<b>MGVCL</b>	<b>DGVCL</b>	<b>UGVCL</b>	<b>PGVCL</b>	<b>JVVNL</b>	<b>AVVNL</b>	<b>JDVVNL</b>
Yes	100	99	100	100	96	98	92
No	0	1	0	0	4	2	8

Management of power sector is well defined which respond to every employee's administration about pays and incentive and other house perks and medical facilities. Management roles are very well defined and they are very well played by the management team. Its task includes training of employees, appraisal given to the employees on which basis.

MGVCL, DDGVCL, UGVCL and PGVCL companies of Gujarat are in profit which directly shows that management manages the employees and other responsibility of employees very well. When it comes to Rajasthan distribution companies' management is not up to mark when compared with the Gujarat distribution companies.

#### **Question 2: Who will be more Efficient Employees?**

<b>Companies Response</b>	<b>MGVCL</b>	<b>DGVCL</b>	<b>UGVCL</b>	<b>PGVCL</b>	<b>JVVNL</b>	<b>AVVNL</b>	<b>JDVVNL</b>
Day employees	92	90	90	85	90	95	85
Night employees	8	10	10	15	10	5	15

Efficiency of employees never depends on time. In every company, employees have to work in day shift and night shift and in some companies every employees have to work in day shift and night shift. As in distribution companies mainly work done in day shift, so that is why more efficiency is given by day shift employees.

#### **Question 3: Growth of Power Sector**

<b>Companies Response</b>	<b>MGVCL</b>	<b>DGVCL</b>	<b>UGVCL</b>	<b>PGVCL</b>	<b>JVVNL</b>	<b>AVVNL</b>	<b>JDVVNL</b>
High	97	95	95	93	2	6	4
Moderate	3	5	5	7	83	87	82
Low	0	0	0	0	15	7	14

Growth of power sector depends on overall performance of employees, working efficiency of machinery of the companies and overall profit of the companies. In MGVCL, DGVCL, UGVCL, PGVCL mainly in all employee's point of view maximum of them see their company's growth high which also reflect in the overall grading given by the government of India to distribution companies. MGVCL,

DGVCL, UGVCL and PGVCL are in top rated companies that are A+ rating while other companies of Rajasthan like JVVNL, AVVNL, JDVVNL are rated as B+ and in employees' point of view the growth of power distribution companies is moderate to high.

#### Question 4: Satisfactory Behavior of Employees in Power Sector

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Yes	100	100	100	100	100	100	100
No	0	0	0	0	0	0	0

When this form filled by the employees, in self appraisal, according to them behavior of employees in power sector is satisfactory and all distribution companies of Gujarat and Rajasthan employees has satisfactory behavior and nobody says unsatisfactory behavior. The response result of this question can differ and vary if same question is asked from managers or customers of that area. As others can easily evaluate their behavior at work place in the company or it can also evaluate fairly if employee's behavior at work place is asked from other colleagues.

#### Question 5: Training of Management in how much Period

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Quarterly	30	20	30	29	20	10	12
Half Yearly	50	60	40	43	20	33	45
Yearly	20	20	30	28	60	57	43

Training of management and other employees is done quarterly, half- yearly and sometime yearly. Employees who deal with technology needs of training quarterly, to be remain updated about the technology. Yearly training of all employees is organized regularly which makes them updated with the trend in the market and it also helps in analyzing their yearly performance. Training also provided for the promotion purpose also. In the companies of Gujarat regularly training provided as the requirement of the employees and a track record also maintained, while in power distribution companies of Rajasthan mainly the training provided yearly and annual performance appraisal report formed in which details of every month is filled up with all records. Training period of every employee is different. The management makes small groups and throughout the year training goes on for different employees.

#### Question 6: Incentives Pay on which basis

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Regularly	100	100	100	98	84	92	87
Non-Regularly	0	0	0	2	16	8	13

Every employee work for pays and perks and when any employee works and his work is rewarded in form of awards and incentives, his or her morale of doing work increases. It motivates them to do work more efficiently and more focused. MGVCL, UGVCL, PGVCL are more profitable power distribution companies they are able to give incentives more frequently and regularly. JVVNL, AVVNL, JDVVNL are distribution companies of Rajasthan which are in debt in year 2013-14 after that when UDAY scheme came, companies get help to get out of debt.

#### Question 7: Employees are Promoted on which basis

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
According to Seniority	62	74	67	81	87	82	91
According to achievement	38	26	33	19	13	18	9

Employees are promoted in any companies either on the basis of seniority or according to achievement or can be on both. Some companies have policy to give promotion after certain number of working years. Like of a person entered at junior engineer post in company, so there is a policy that after 8 years the employee at JEN is promoted to engineer and after 16 years of working promoted to senior engineer and so on. So, in this case promotion is based on seniority. If a company held departmental exam for promotion, then that is called promotion according to the achievement. Promotion based on examination is totally based on knowledge of the individual. It is the promotion for which seniority does not matter. Nowadays trend in the company changes and it shows that equal opportunity given to the individual employee of the company.

In power distribution companies also, the trend starts changing which results into ratio of 60:40 or 70:30 in maximum of the companies in promotion according to seniority and according to achievement.

#### Question 8: Impact of Natural Resources Shortage on Management

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Negative	60	52	64	61	82	71	85
Positive	40	48	36	39	18	29	15

Impact of natural resources shortage on management is a mix response. As the population increasing day by day and burden on natural resources increases which results in shortage of natural resources. Shortage of natural resources like coal and petroleum results in negative impact on management of the power generation sources which results in shifting of power sector dependence from non-renewable resources to renewable resources like solar energy and wind energy in coastal areas. Impact of natural resources in Gujarat power distribution companies is more negative than positive and when it is compared to Rajasthan distribution companies, Gujarat companies has less negative effect.

#### Question 9: Employee's Relationship with Management

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Satisfaction	100	98	99	94	91	95	87
Dissatisfactions	0	2	1	6	9	5	13

Every company or we can say every discom to make efforts for better relationship between employees and management for this regular meeting in the department taking place. When the Performa filled by the employees, according to the employees, the relationship of employees and management is very satisfied. This indicates that employees done their work as assigned by the managers and the managers took proper care of the employees so that employees can get a happy and feasible environment to do better at the work place. According to the Performa filled by the employee, In MGVCL relationship of employee and management is 100% satisfied while relationship in JDVVNL is still less satisfied. So, managers and employees have to work together to establish good relationship.

#### Question 10: Awareness, Understanding and Implication of Project by Management

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Centre of attention	97	95	98	93	94	97	92
Wandering off the point	3	5	2	7	6	3	8

Any company can grow fully when every employee of that company knew about the working process and working culture of that company. When a new project is announced it is responsibility of the management to make employees aware about the project, to make them understand about the project and implications of project. It is the responsibility of the management to clear the doubt of employees if anybody has any doubt. All the distribution companies of Rajasthan and Gujarat has similar trend of awareness, understanding and implication of project by management. In every distribution company, awareness, understanding and implication of project by management is center of attraction and the outline of the project built according to the understanding about the project.

#### Question 11: Are you Aware of the Performance Appraisal System Communicated to you Effectively in Power Distribution Sector

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Yes	100	100	100	100	100	100	100
No	0	0	0	0	0	0	0

When any person joined any organization, institution or company, the first thing during joining, the employees goes through the terms and condition and rules and regulation of the company and performance appraisal system is part of the rules and regulation communicated as the time of joining. Every company may be having some different rules and points included in performance appraisal system. In Rajasthan power distribution companies, Annual performance appraisal report according to which appraisal is given to the employees. APAR is filled with monthly.

**Question 12: Are the Objective of the Appraisal System Communicated to you Effectively in Power Distribution Sector**

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Yes	100	100	100	100	100	100	100
No	0	0	0	0	0	0	0

It is responsibility of management team of company to make the employees understand all the pros and cons of the rules and regulation. When performance appraisal system is introduced to any employee of the company, it is duty of the management to any communicate the objectives of the performance appraisal effectively to the employees.

**Question 13: Are the Objectives Discussed & Agreed upon Mutually between Appraisers & Appraise in Power Distribution Sector**

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Yes	92	95	91	88	89	92	81
No	8	5	9	12	11	8	19

In every company, objective of the appraisal system is discussed between appraisers and appraise. It is one of the most important things when appraisal system introduced in a company. The appraise needs to know that on which basis his or her evolution is done and on which basis the managers or appraiser has evaluate appraise. Appraiser must be fair during making appraisal report of employees.

Before introducing any new point in the appraisal, it is responsibility of management to discuss it properly with the employees and management team and after that it should be introduce in the system.

In Gujarat distribution companies' objectives are very well discussed between the appraisers and appraise. While in of the appraisal system in between appraise and appraiser.

**Question 14: Do you think the Power Distribution Sector Objectives are Integrated Properly**

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Yes	85	88	94	91	66	71	62
No	15	12	6	9	44	29	38

The power distribution sector objectives are providing power to last house of the last mile at an affordable price, with quality and quantity of the power. It also has objective like zero-meter tampering, on time submission of bill amount and provides single phase electricity to every house hold. All these objectives are integrated properly to get the best results and MGVCL, UUGVCL, DGVCL, PGVCL have integrated objectives while JVVNL, AVVNL and JDVVNL has less integrated objectives as compare to other power distribution companies.

**Question 15: Do you think that you have a Complete Understanding of the Factors, which Affect the Performance of Power Distribution Companies**

Companies Response	MGVCL	DGVCL	UGVCL	PGVCL	JVVNL	AVVNL	JDVVNL
Yes	84	89	87	85	81	87	82
No	16	11	13	15	19	13	18

Employees must have complete understanding about the company. Employees must have knowledge about the factor on which the company performance depend like geographical area, problems in the geographical area to be deal with, problems like meter tempering, dill submission, shortage of supply and how to handle all these situations.

Some employees know only few factors and some have knowledge about all.

Employees of MGVCL, PGVCL, UGVCL, DGVCL and JVVNL, AVVNL, JDVVNL has a understanding of factor to a limit because it directly affects the performance of power distribution companies.

### **Internal Factors Affecting the Performance of Employees in Power Distribution Companies Rajasthan and Gujarat**

A company performance is depending on employees, machinery and everything which related with the company includes either as internal factor or as external factor. When it comes to measure the performance of company, then that is based on machinery and employees. A company it is never has a performance appraisal; it is appraisal on performance of employees. Every company set some norms while observing and giving performance appraisal. There are a number of factors internal, personal and external. By identifying factors which affect the performance of individual, we can easily improve revenue, growth, and result of organization.

Some internal factors which affect the performance of employees like health issues, future security. These all are personal factors related to individual and it can be different from person to person.

Some common factors to have a look for further understanding about how the performance of individual affected by personal matters:

- **Fitting to the fittest:** Every position needs a different type of skills. If a person is at wrong position and place, it directly reflects in the work and result of company deteriorate, so far this company needs.
- **Training for new technology:** every employee comes up with knowledge, skill but it is responsibility of company, organization to provide training, workshop to introduce new technology to the employees. Every company or organization must have a research and development wing.
- **Health:** Health is first priority of everyone and everyone must be taking care of that. If somebody health is detracting and
- **Family:** An employee can give his best if his or her family living with him/her. As if family living along then no security issue and can also focus on family also.
- **Future Security:** Every person thought about future like where he stands after 10 years or after retirement what will be the life status and what about children education and how all these things managed.
- **Goal and Expectations:** Performance can be decrease and growth and development cannot be like it used to be if goal of any task, period is not set because without goal, a performance is always being null.

### **External Factors Affecting the Performance of Employees in Power Distribution Companies Rajasthan and Gujarat**

External factors play as much as important factor as internal factor. It depends on all factors which affect the performance of employees. It includes integral integration, human resources integration and transparency, development of employees, culture value, and regular inspection of management in the work force.

There are number of factors which affect the performance of employees as follows:

- **Talent or skill availability in the area:** It is one of the major factors when an individual or organization set up a new company. When local people have that skill which required for the company then it will directly increase the performance and other facilities like house accommodation and other transportation also not need by the employees and employees do their work with efficiency as they are not have an issue of family security as they live with their family.
- **Nowadays there is shortage of skilled work force in many industries such as instrumentation, core industries of coal, steel and power sector.** If there is a gap experienced by power distribution sector in operation it directly affects the performance of company and profit of company. Employees which have talent sometime for better chances opt for switching their company to earn more.
- **In India, recruitment process is very long which results into delay in contracts, projects, innovation and training provide to new employees is time consuming.**
- **Environment at the work place:** Environment at work directly affect the performance, mental health and morale of team directly affect the productivity of employee. Effect can be positive or negative. Physical environment includes hygiene, cleanliness, quality of air, ventilation in the work place which helps in focusing on the work.



- Trends in market: Any company profit depends on the trend of the market. If the product of company is in trend, company grows with good pace and its market value enhanced. If a company is not in trend, then it is responsibility of management to remove the flaws and make it to level of trend. A big name always attract talent to work with them so it is responsibility of management to grew it to that level and also maintain that level.
- Trends in work force: electricity or power sectors always the first priority of government, industrialists, small and big industries to work with and to work on type sector. Power sector is influenced in past years and present with technology like shifting on renewable resources for power generation, to given subsidies to poor people to make reach of poor people to power.
- Work culture: Wok culture directly affects the performance. If a company has a culture where the upper management people are delaying work or projects or coming late to office then it became culture of office and other employees also came late to work place and delay in submitting the assignment allotted to them which results in deteriorating performance of company.

### Conclusion and Findings

Shifting of dependence of power sector from non-renewable sources to renewable sources make consumer more responsible and more aware about suing power efficiently.

Due to increase of per capita income and standard of living, make it realize that how much important power is for living and due to increase understanding level of people, people get that how much debt on power distribution companies by meter tempering, power theft.

Work safety: For every employee their safety is more important and preferable above all. Government of every country has some norms under which industries get registered and before giving registration number to any company, government check all norms and after that verified that company.

These are the factors which are internal and external which affect the performance of employees which directly affect the performance of employees.

### Suggestion and Future Scope

Meter tempering and power theft is major reason of debt of power distribution sector. This can be reduced and eliminate by introducing digital technology in the meter and putting encrypted password system during installation of new meter. Online unit consumption method can also be used to remove the glitch in between consumer and company. Prepaid card method with unique id of meter can also prove as one of the techniques to reduce the power theft and debt of the company.

Sensor based on temperature or IR sensor can also be installed with the meters with a facility that if anybody did meter tempering and temperature of body sense by sensor then it can send an alert to the substation.

Performance appraisal must be done in small grouping of team as this will enhance the team culture at the work place and every individual help other team mate and push them to do work more efficiently.

Healthy competition always good for the work place. So, management can provide training to employees by mixing them up with the employees of other power distribution companies.

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