

A Study Pertaining To HR Interventions For Citizen's Services And Satisfaction With Respect To The Solid Waste Management Department Of Pune Municipal Corporation(PMC)

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ABSTRACT:

Human resources are the most difficult resources to manage in an organization. HRM is responsible for effective designing and implementation of various policies, programs and also about developing and managing knowledge, skills, creativity and talent. HRM focuses on managing physical and emotional capacity of employees.

The Pune Municipal Corporation (PMC) manages the city of Pune. The major responsibility of PMC is to look after the civic and infrastructural needs of the citizens of the Pune. The PMC is headed by a Municipal Commissioner, who possesses the actual executive power.

The study aims to understand the initiative taken by PMC as HR Interventions. Also to study the level of citizens satisfaction with Municipal services provided by Solid Waste Management Department.

This paper analyzes and compares the opinions and satisfaction of the citizens by means of published data as secondary data and Primary data from Interview & Questionnaires.

Key Words : Citizens Intervention, HR Interventions, HR process Interventions, HRM Interventions, strategic Intervention.

1.0 Introduction

Human resource Management (HRM) is defined as an organizational function that deals with recruitment, management and giving guidance for the people who work in the organization. It is also an important and comprehensive approach to manage employees in the workplace environment. HRM needs to be integrated with the overall strategy to ensure effective use of people and provide better returns to the organizations in terms of ROI (Return on Investment) for every rupee or dollar spent on them.

If the HRM continues to practice this way it will lead to the success of the organization and also the organization will start utilizing its employee capabilities completely. Human resources are the most difficult resources to manage in an organization.

Whereas ensuring a high level of customer service delivery has become a key priority for any organizations. Meeting and exceeding customer expectations through delivering on the brand promise is crucial to achieving the goal of long term committed customers. Crucially, the quality or service provision will depend upon the skill set and behaviours demonstrated by employees which in turn is contingent on the quality of HR practices and approaches existing in the organization.

Therefore need of human resource management interventions: because in current scenario organization cannot implement only the conventional HR interventions they have to think beyond this with an aim of providing a better service to customer.

Description of Phenomenon –

- A) Intervention:** - Intervention comes from the Latin *Intervenire*, meaning “to come between, interrupt.” often an intervention is intended to make things better.
- B) Citizens:-** Person who is entitled to enjoy all the legal rights and privileges granted by a state to the people comprising its constituency, and is obligated to obey its laws and to fulfill his or duties as called upon.
- C) HR Interventions:** - A sequence of planned activities, actions and events intended to help an organization improve its performance and effectiveness.
- D) HR process Interventions:** - These issues deal with social processes occurring among organization members, such as communication, decision making, leadership and group dynamics.

HRM Interventions:

1. Goal setting 2.Performance Appraisal 3.Reward systems 4.Career planning & Developments 5.Coaching and counseling activities 6.Managing work force Diversity 7.Employee wellness These fall in to three categories
1. **Individual based** –coaching, counseling, training, behavioral modeling, motivations etc...

2. **Group based** – conflict management, dialoguing, group facilitation, group learning, self-directed work teams, teambuilding and virtual teams etc...
3. **Inter-group based-** third party peacemaking interventions, partnering, organizational mirroring.

Interventions that inform: Activities that communicate goals, objectives, expectations, results, discrepancies, and so on. Examples: producing internal newsletters; holding debriefing sessions; giving feedback. This intervention is delivered when information has changed, the people have changed, or the people are uninformed, and the consequence is poor performance; or people don't get the information they need

Interventions that document: Activities that codify information (to preserve it and make it accessible. Examples: setting up libraries; creating manuals, expert systems, job aids, and decision guides. This intervention is delivered when information is not accessible over time or is too complex; job aids manuals, help screens, and so forth are lacking or inadequate, inaccurate, or hard to access.

Interventions that reward: Activities and programs that induce and maintain desired behaviors, eliminate undesirable behaviors, and reward desired outcomes. Examples: holding public ceremonies and annual recognition events; paying for performance. This intervention is delivered when current incentives either reinforce the wrong behaviors or ignore the desired behaviors; or there are few incentives for people to do better, more, or differently.

Interventions that develop: Activities and programs that expand skills and knowledge. Examples: offering training, coaching, and structured on-the-job experiences. This intervention is delivered when current performance is suffering or future performance will suffer because people lack skills and knowledge.

Interventions that counsel: activities and programs that help individuals, either singularly or collectively, deal with work, personal, career, family, and financial issue. Examples: offering on-site daycare, retirement seminars, on-site physical fitness centers, and employee assistance programs. This intervention is delivered when people are preoccupied with or distracted by personal and career issues, and this is limiting productivity or adding unnecessary costs.

D) Municipal Corporation-

An incorporated political subdivision of a state that is composed of the citizens of a designated geographic area and which performs certain state functions on a local level and possesses such powers as are conferred upon it by the state.

1. **Institutional Framework:** Constitutions, laws, byelaws, rules, regulations, power sharing and reporting relations between formal and informal institutions or organizations.
2. **Organization Building:** Strategy – mission, vision and shared goals, Structure -roles and responsibilities, authorities, coordination and convergence mechanisms, Systems – planning, decision-making, budgeting, information management, accountability and quality control systems, Skills, Style– allocation of leadership attention to key priorities and Staffing – recruitment, promotion, performance development and appraisal, career planning, etc.
3. **Human Resource Development:** Development of quality personnel, up gradation of knowledge and skills, designing incentives and disincentives, facilitating orientation and attitude changes, motivation, etc.

Municipal governance is much broader than what municipal governments do. Cities are increasingly becoming multi-governmental and the effective management of cities requires multi-pronged partnerships and the involvement of many stakeholders. The key stakeholders in the urban context include: municipal elected officials and non-officials, Council and Committees, employees and their trade unions, Government departments, ratepayers' associations, resident welfare groups, Chamber of Commerce, business associations, NGOs, neighborhood committees, self-help groups, professional organizations, the media and the like.

Thus effectiveness of municipal governance depends on how the interactions between various stakeholders are managed to produce the desired goals of providing civic infrastructure and services to the citizens in a transparent and accountable manner.

E) Pune Municipal Corporation (e-Governance, to serve citizens better.)

VISION- “An economically vibrant and sustainable city with diverse opportunities and rich culture, where all citizens enjoy a safe and liveable environment with good connectivity”.

MISSION- “Commitment to being the principle facilitator and provider of service through dedication to achieve excellence in civic amenities, provision and a responsive, accountable, modern, simple, and transparent administration”.

Establishment of Pune Municipal Corporation- 15th February, 1950

Population (Year 2011) - 3115431 (Provisional), Square Area- 243.84 Sq. Km

Total Zones – 4, Total Wards- 76, PMC Members- 152 + (5 Nominated)

Municipal Employees – **Class I- 90, Class II- 375**

Class III- 4426, Class IV- 12,810

The civic Body Name- Pune Municipal Corporation

Governing Act- The Maharashtra Municipal Corporations Act

Mode of Governance

- 1) General Body- Policy making
- 2) Standing Committee- Financial Decision
- 3) Municipal Commissioner – Chief Executive

Organization structure

Pune City- 4 Zone Office, 15 ward Office, 76 Municipal Wards (Zones), 152 Corporators

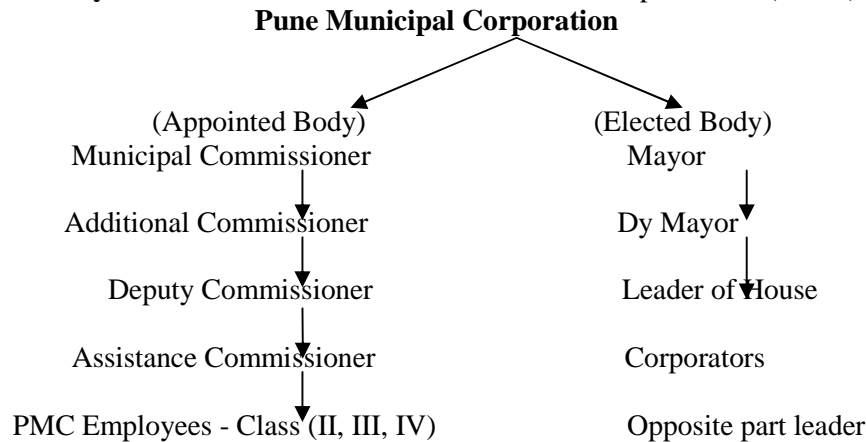


Fig. 1 HR Structure

Municipal public accountability is a product of interactions between three groups of stakeholders. **The public** are the stakeholders interested in the public service, providers being accountable to them for the benefits they want most. **Political leaders** and the bureaucratic supervisors of service providers are the stakeholders who would like the latter to be accountable to them for a mix of public policy and possibly private interest. **Service providers** themselves constitute a third category of stakeholders who may have an agenda different from those of the first two. The public accountability system that finally emerges in practice depends on the relative bargaining strengths of the stakeholder groups involved. To ensure effective accountability, it is important that the rules for interface between the various groups of stakeholders are spelt out transparently without any ambiguity.

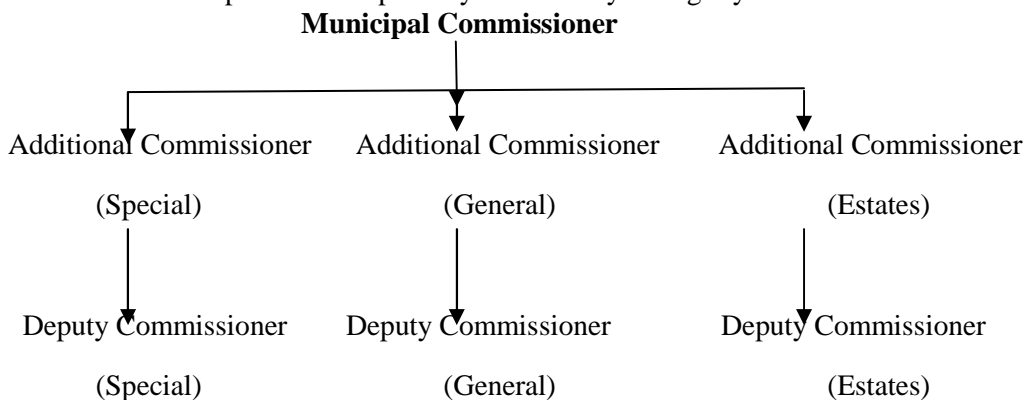


Fig. 2 Functional HR Structure

Municipal accountability is two-way - upward accountability to the state government and downward accountability to the people. The state governments usually control the activities of municipalities through the following channels-

- (1) Power to dissolve Municipal Councils
- (2) Approval of staff strength, deputation and transfer of top level management staff

- (3) Approval of budgets, taxes, fees, charges, rates, etc.
- (4) Approval of municipal land use/development plans
- (5) Provision of inter-governmental transfers, including funds for infrastructure development
- (6) Restrictions on municipal borrowing and guaranteeing the same when permitted
- (7) Audit
- (8) Reserved power to take over administration of particular services

Solid Waste Management Department-

The Health and solid waste Management Department of PMC is in charge of all functions concerned with Municipal waste collection, transportation, treatment and disposal and is headed by a Joint Municipal Commissioner.

The solid waste officer is the technical head of the Department who works closely with the Joint commissioner. At the Zonal level, there is one Deputy Municipal Commissioner in charge of all administrative aspects in the Zone. The Solid Waste Management services at the Zonal Level are monitored by the Medical Officer (SWM). The MO manages a team of sanitary inspectors, investigators and sweepers.

Collection of waste is handled through primary which involves house to house collection while secondary is through the containers placed at identified location in the PMC limits.

A secondary collection through containers is phased based on the location, the expected waste generated in the area and the availability of vehicles for collection. Around 700 containers are identified for daily collection while some may have the waste collected at a lesser frequency.

After the 1.collection next step is segregation of this solid waste on the following categories- biodegradable waste/wet waste, recyclable waste/ dry waste, construction and demolition waste, e-waste. Next is 2.storage of solid waste. Then 3.delivery and collection of solid waste, 4.processing and disposal of solid waste.

Manpower of over 7500 persons supports the Solid waste management department. Ex- safai workers, mukadam, mehtar, bigari, supervisor, medical, ward medical officer.

The department has over 65 dumper vehicles, 45 bulk refuse contractors and 75 ghanta trucks.PMC has taken initiative to prepared public health and sanitation Bye-Laws-2014.

2.0 Literature Review

This section reviews various research studies on HR Interventions for Citizens service and satisfaction. Literature that gives a deeper insight into concept of this HR Interventions. For the convenience of the study, the researcher made a review of literature on two parts-

1. Studies on phenomenal aspects of HR Interventions.
2. Studies on various aspects of HR Interventions.

On the basis of review of the literature research gaps are identified.

1. Studies on phenomenal aspects of HR Interventions -conceptual based study.

A. Choosing Human Resources Development Interventions by J.P. Singh, Professor of organizational Behavior at the Indian Institute of Management, Ahmedabad- Vol.14, No-1, January-March-1998

Prof. Singh analyzed 176 senior level Indian managers in his study. He identifies significant differences in the dimensions of culture among managerial groups categorized by sector (international, public, and private), education, and age., based on he concluded that that top management should examine the managerial culture of the group and the organization before introducing change through human resources development (HRD) interventions.

B.HR Interventions and Training in Downsized organization to Assist Remaining Employees by- Davis L.

Lawrence Davis conducted this research to investigate the use of human resource interventions and training programs offered to management employees in downsized organizations to help make the transition for the remaining employees in the states of North Carolina, South Carolina, and Virginia. Through this study **Davis L** focused on the manufacturing/ industrial sector where much downsizing has occurred in the past and is predicted to occur in the future.

On the basis of study **Davis concluded** that HR Interventions have significant relationship with employee morale, employee productivity and operating and their rankings in frequency of use and effectiveness some of the Interventions – Multi skilled cross training programs, redesigned job classifications, job evaluations and performance management systems, guided mid-level managers to become coaches and counselors

C. International Journal of Business Management and social sciences vol.2, No.1, 2011, pp 33-42. **HR Interventions for work-life-balance: evidences from organizations in India** by **R. Baral1- Dept of Mgmt Studies, IIT Madras, & S. Bhargava-S.J.M. School of Mgmt, IIT Bombay.**

Through this research paper authors made an effort to understand the current status of WLB Practices in Indian organization and identify the future prospects. They have suggested HR professional in India to review their present policies and practices regarding work-life-balance and redesign them accordingly.

2. Studies on various aspects of HR Interventions

A. Indian Banking 2020: Making the Decade's promise come true. – Report has been prepared by the **Boston consulting group and by team** of Alpesh Shah, Ashish Garg, Bharat Poddar, Neeraj Aggarwal, Pranay Mehrotra, Ruchin Goyal, & Saurabh Tripathi in September 2010.

HR Interventions in Bank Sector- Restoring the People Advantage in the public sector through this article the authors reported that conventional HR Interventions will not be effective in public sector Banks because in current scenario there is lots of competition in private & public sector Banks. Acquiring and retaining talent is the most critical challenge facing the banking industry. Other challenges are – Demographic risk 2. Banks have to induct talent in large numbers of fresh employees to retain their competitive edge and market share 3. Most people retain the outdated belief that the public sector workforce is highly unproductive.

Through this article authors recommended HR Interventions -1. steady talent induction- sensitive PMS systemic succession planning, structural adjustments employee cost, empower the employee, skill development programs, structured change programme.

2. Create an employee brand that appeals to young recruits- Induction and on-boarding, Project demographic risks, locate future skill gaps, incentive scheme, create career tracks, use of technology to optimize placement, career forums, enrich the roles, empower the executives and strengthened HR department.

3. On the basis of review of the literature researcher tried to find out research gaps and need for justification of study.

2.1 Research Gap After reviewing the literature available on the concept **HR Interventions** following research gaps are found.

1. There is lack of research on **HR Interventions**.
2. There has been an extensive degree of research about **HR Interventions** in the western context. Not much work has been done in Indian context.
3. There has been lot of research work on **HR Interventions** in different sector like Bank sector, IT sector, private companies but very less research work in public sector.

These issues constitute considerable research gaps and there is a need for further research in this area.

3.1 Aim

To explore the details about the HR Interventions in policy and real time practices through which PMC provide services to satisfy the citizens.

3.2 Objectives

1. To know the states of HR Interventions in Solid Waste Management department
2. To study the correlation between PMC and HR Interventions.
3. To find out how PMC employees are successfully implementing the HR Interventions in order to satisfy the citizens.
4. To measure the satisfaction of citizens with the services offered by Solid Waste Management department

3.3 Hypothesis

1) HR Interventions-

H0- There is no HR Interventions exist between the Theory and real time practices of PMC.

H1- HR Interventions exist between the Theory and real time practices of PMC.

2) Citizens Satisfactions-

H0- There is no significant correlation between the services offered by PMC and Satisfaction level of citizens in PMC limits

H1- Satisfaction of citizens in PMC limits depends on the quality of services offered by PMC.

4.0 Research Methodology

A. Research Design-

The purpose of this research study is to determine the use of HR Interventions for citizen's services and satisfactions. In addition this study will also identify what HR Interventions can be used by PMC in real time practices.

- A. To this end HR Interventions will be viewed in term of services offered by the PMC through Solid-waste Management Dept.

According to the researcher, Services offered by these departments are very important, since these services are citizen's daily need based. Hence researcher wants to focus only on HR Interventions that exist between the theory and real time practices of solid waste management department of PMC.

B. Satisfaction of citizens will be viewed in term of economical, physical level parameters.

Research design for this study will be **descriptive, no-experimental** and want to utilize a multi-method approach. Quantitative data as well as Qualitative data gathering methods required to collect the data. This design is selected as it is a way to collect data in order to answer questions.

B. Data Sources: - This research work require both type of

Primary Data: - @ primary data can be collected from different method like Survey method using Questionnaires, Interview method.

Secondary Data: - @ Published Material- 1. Books 2. News paper 3. Magazine

4. Journals 5. Reports of PMC departments

@ Computerized Database- 1. On line data

2. Off-line data Ex- companies database...

Data collection will on two aspects- 1. Services utilized by the Citizens

2. Policies and programs planned by PMC to offer the services to the citizens.

C. Sampling design (sampling plan) –

@ **Sample Size** –Appropriate sample size shall be selected so that there is sufficient representation from: - a. Citizens (in PMC limits only) – 100 (Female + Male)

b. PMC Employee of selected departments – 4 Departments – 5 from each – 20sample

(Class II,III,IV employee- Ex. Ward Officer, Medical Officer, Engineers, Doctors, etc)

c. The Corporators of the wards- 76 -Wards, 152- Corporators- 10 samples

g. Assistance Municipal Commissioner - 4 -Zonal Office- 4 sample

Total sample size- $100+20+10+4= 134$

@ **Sampling Technique** - Systematic random sampling is proposed to be used for the selection of Citizens, PMC Employee and The Corporators of the wards.

6.0 Scope & Limitations of the Study

1. Geographical scope-

The study will be restricted to Pune Municipal Corporation (PMC) limits.

2. Conceptual scope – It would cover the linking of HR Interventions with the service offered to citizens and their satisfaction level.

Limitations of the study

1 Population consider under this study.

2 Researcher tried to focus on only real time practices through which PMC is offering the different services to the citizens.

3 Study is limited to the specific department- Solid Waste Management Department

4 Respondents are from PMC limits.

5 Time require to collect primary data.

7. Major Findings & Observations

PMC has successfully implemented the policy of involving waste pickers to improve door-to-door collection in Pune City.

PMC play the role of facilitator by educating and informing citizens about waste segregation and asking them to pay a user fee to swach for their services.

The collaborative partnership between PMC and SWACH. Swach is an equal partner to PMC in implementing a sustainable waste management system in the city.

Initiatives towards Training and capacity building. PMC management has taken initiatives in Training and capacity building (TCB) of officials and workers.

PMC Issued the Identity Card authorized by PMC. The recognition of waste pickers by PMC was a key step toward mainstreaming them in the municipal Solid Waste Management process.

PMC launched a pilot program for door-to-door collection in 1.25 lakh households.

Distribution of separate Dustbin for wet & dry wastage to each Household

PMC has taken initiatives in scientific waste disposal.

Planning policy and enforcement initiatives is taken by PMC.

Initiatives are taken by PMC in involving community in Solid Waste Management.

Initiatives towards Information, Education and communication to citizens for health awareness.

Create awareness among citizens on their role and responsibility as citizens.

Due to manpower shortage PMC enter into partnership with citizens community based organization other stakeholders in the city and private sector for service contracts.

8. Conclusion

There is a perfect correlation between the PMC and HR Interventions. PMC employees are successfully implementing the HR Interventions in order to satisfy the Citizens. Rather PMC Officials frame and implemented the policy through which they are inviting and making citizens involved in spreading Health awareness.

On the basis of analysis of primary data it is found that 68% citizens are highly satisfied, 24 % Citizen are not satisfied whereas 8% citizens are said cant say. On the services provided by Solid Waste Management Department.

In today's highly competitive business environment, management of the organizations on the hunt to improve quality and performance while also lowering costs. To achieve that often means getting more productivity out of each employee. As employees work harder than ever to achieve organization goals, reward systems assume a bigger role in encouraging desired work habits and behaviors.

9. Suggestion-

Conventional HR interventions will not be effective in such public sector because in current highly competitive world, fast changing technology, demographics risk, management has to manage many things like acquire talent, retain talent, develop and maintain the talent in a way to provide different services and satisfy the citizens.

PMC must take major step towards planning & implementing strategic approach as Interventions. Some strategies to involve the student community and Housewife as volunteer in awareness program by solid waste management department.

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