CHAPTER- II

ELECTRICAL COMPANIES IN INDIA AND STATUS OF ORGANIZATIONAL CULTURE AND CLIMATE – AN OVERVIEW

The study is based on Electrical Companies in India. Hence the profile of certain selected companies and the status of organizational culture and climate has been discussed in this chapter.

2.1 Electrical Companies in India

Brief History of some electrical companies have been explained in the proceeding paras.

2.1.1 Anchor Electricals Private Ltd.

Anchor is one of the largest manufacturers in the world for electrical switches and accessories. Anchor was established more than 40 years ago with one crystal clear vision in mind; to produce quality, and not just products. Anchor has diversified its product base over the years and today caters to the almost all the household electrical and electronics needs. With strategic alliances and technological collaborations with world leaders for its products, Anchor's technological strength is today on par with the best in the world. Anchor manufactures over 3000 products under 20 major product groups and caters to core sectors of the Indian Economy viz., Electrical and Electronics Industry. The wide network of Anchor's employees over 7000 people, 10000 dealers and more than 300000 retail outlets enables the Company to promptly serve its customers and provide them with suitable products, systems and services -- efficiently and at competitive prices.
Infrastructure and Manufacturing.

The company's manufacturing facilities spread over 1.5 million square feet at multiple locations across India, such as Daman, Kutch, Haridwar and have the most modern equipment procured from leading manufacturers around the world including Nextrom and Buss of Switzerland, Demag & Niehoff of Germany.

The new factories in Kutch (Fluorescent Tubes, CFL, Wires & Cables and Fans) and at Haridwar (Wiring & Protection devices) were commissioned during 2005 and have already gone full steam ahead.

At Kutch, it has one of the Country's largest Glass shell manufacturing unit which not only caters to our captive need but to requirement of many renowned manufacturers of Fluorescent tubelights. The new plant for wires is fully automated and one of the most modern one in India. Within the same facility the company has started a new product line of Multi-Core and Submersible Cables.

Anchor Electricals Private Limited manufactures and distributes electrical products for the electrical and electronics industry. The company was founded in 1963 and is based in Mumbai, India. As of April 23, 2007, Anchor Electricals Private Limited operates as a subsidiary of Panasonic Electric Works Co., Ltd.

2.1.2 Cummins Electrical Ltd.

Founded in Columbus, Indiana, in 1919 as Cummins Engine Company, for its namesake Clessie Lyle Cummins, the fledgling firm was among the first to see the commercial potential of the engine technology invented two decades earlier by Rudolf Diesel.
After a decade of fits and starts, in 1933, the company released the Model H, a powerful engine for transportation that launched the company's most successful engine family. J. Irwin Miller, became general manager in 1934 and went on the lead the company to international prominence over the next four decades. By marketing high-quality products through a unique nationwide service organization, the Company earned its first profit in 1937. Three years later, Cummins offered the industry's first 100,000-mile warranty.

By the 1950s, America had embarked on a massive interstate highway construction program, with Cummins engines powering much of the equipment that built the roads and thousands of the trucks that began to roll down them. Truckers demanded economy, power, reliability, and durability, and Cummins responded. By the late 1950s, Cummins had sales of over $100 million and a commanding lead in the market for heavy truck diesels.

As Cummins continued to grow its business in the United States, the Company also began looking beyond its traditional borders. Cummins opened its first foreign manufacturing facility in Shotts, Scotland, in 1956 and by the end of the 1960s, Cummins had expanded its sales and service network to 2,500 dealers in 98 countries. Today, Cummins has more than 5,000 facilities in 197 countries and territories.

Cummins, led by the visionary leadership of J. Irwin Miller, forged strong ties to emerging countries such as China, India and Brazil, where Cummins had a major presence before most other U.S. multinational companies. Cummins has grown into one of the largest engine makers in both China and India, and for the past three years approximately half of the Company's sales have been generated outside the United States.

Cummins was the only company in the industry to meet the 2010 Environmental Protection Agency standards for NOx emissions with the
release in early 2007 of its new 6.7-litre turbo diesel for the Dodge Ram Heavy Duty pickup.

In 2005 the company celebrated its 25th anniversary. Cummins Electric Incorporated has been providing quality electrical installations and utilizing the most advanced technologies available since 1980, from its initial on-site examinations and through its continued service even after a job is completed. The company offers its clients exclusive services catered to their specific needs. At Cummins Electric, it's the diversity that makes the difference and it is expected to continue offering the kind of quality service its customers have come to expect for another 25 years.

Whether it's new construction, renovation, maintenance/commercial, industrial and institutional installation is its specialty. The projects are supervised and completed by its crew of journeyman electricians. The company is a member of the National Electrical Contractors Association and all of its electricians have graduated from or are currently participating in a 5 year apprenticeship program. As an extension of its customer service, it has personnel available in fully equipped service trucks that are available 24 hours a day for any electrical emergency.

2.1.3 ABB Group

ABB is a leader in power and automation technologies that enable utility and industry customers to improve performance while lowering environmental impact. The ABB Group of companies operates in around 100 countries and employs about 130,000 people.

To build value, performance and leadership into ABB, responsibility, respect and determination are key.

Assuming responsibility, and acting with respect and determination makes it possible to nurture ABB's traditional strengths – our technology
leadership, our pioneering spirit and our ability to be at home everywhere. That is our legacy, and our future.

The key to success lies in how well all of us understand and apply the business principles – demonstrating personal, professional and corporate responsibility, showing respect for the views and needs of others and applying our shared determination to win.

The history of ABB goes back to the late nineteenth century, and is a long and illustrious record of innovation and technological leadership in many industries.

Having helped countries all over the world to build, develop and maintain their infrastructures, ABB has in recent years gone over from large-scale solutions to alternative energy and the advanced products and technologies in power and automation that constitute its Industrial IT offering.

2.1.4 Amar Electrical Enterprises

Amar Electrical Enterprises carries out electrical installations and works for clients in many different areas, including many government and non-government organizations operating within India. The company has carried out work for many satisfied residential and industrial customers.

It offers an experienced opinion of the work required whether it is a fault or a total rewire. Its services are carried out to high standards with the highest regard to your property. It will always endeavor to arrive on time and to offer a friendly and honest service so that we can be called on for your future electrical requirements.

It offers a wide range of power control services including electrical switch gears and control panels, which find extensive usage in diverse industries.
industries. Its showcased range include substation installation (upto 66 Kv), overhead HT/ LT transmission lines installation, HT & LT cable laying, internal/ external wiring, internal/ external lighting, LT distribution systems, communication systems, fire protection systems, instrumentation/ automation systems, plant and machinery, installation & testing of panels, instrumentation/ automation systems and installation & testing of panels, chimney electrification, power plant, paper plant, foaming plant, rubber plant, housing, chemical industry, sugar industry, fertilizer industry, cement industry, hotels, hospitals, power house. The company offers the following services:

The company offers “A” class electrical contractors granted under rules 45 of the Indian electricity rules 1956. The Registration No is 2002/L. It is involved in offering services in the field of supplying and installation of electrical projects.

2.15 Vinay Electricals Ltd.

Vinay Group is one of the fastest growing electrical accessories manufacturers of India with products ranging from Switches, Domestic Circuit Protection, Cables & Wires, Light Fittings and Security Solutions.

Vinay Group of Companies started its operation in 1971, manufacturing night lamps, transformers and conventional switches with focus on producing high quality products. Over the years, Vinay Group has diversified its product portfolio and today, caters to almost all household electrical and electronic needs.

With a workforce of over 1000, 70 Distributors and Dealer network of over 6000, the company has served its customers promptly and efficiently. With high Quality products and services, Vinay Group has catered to the domestic as well as international markets. The customer oriented approach
of the company has helped it build strong brands and highly valued products. The company manufactures the wide range of products such as wires & cables, switches, light fittings, security solutions, electrical accessories etc.

The Company’s Three State-of-Art manufacturing plants in India, located at Daman, ensure that each product has been detailed to perfection. It has acquired prestigious certifications such as ISO 9001:2000, CE and RoHS Compliant for various products. Its Quality Control team monitors the entire production process and simultaneously conducts various tests ensuring product conformity to respective Quality Standards

2.2. List of Certain Electrical Companies in India

Below is the list of various electrical companies operating in entire India.

**Electric Wires & Cable**

**Aksh Optifibre Limited**

Public limited company manufacturing fibre optic cables located at Bhiwadi (Rajasthan); product list includes single mode matched clad fibre, multimode optical fibre, duct cables, inter connect cables, armored direct burial cables, ADSS cables etc.

**Anant Distributors Private Ltd.**

Manufacturer of electrical house wiring cables, single core and multi core flexible cables, switch board, telephone cables and shielded cables.
**Brimson Cables Private Ltd**

Manufacturer of PVC power, control, flexible, house wiring, telephone, submersible, coaxial and twin flat cables.

**Colt Cables Private Limited**

Manufacturers of copper and aluminum wires and cables for the transmission, distribution, and industrial application of electrical energy. Also manufactures mining cables and railway signaling cables.

**Cords Cable Industries Ltd**

Over the years Cords has developed a wide range of specialized cables to address the specific requirements of industries involving modern process technologies, instrumentation and communication demanding the highest standards of precision and reliability, and household users seeking products with assured quality and safety. Products include LT control cables, LT power cables, instrumentation cables, thermocouple extension cables, compensating cables, coaxial cables, telephone cables, panel wires / household wires & networking cables.

Cable stockist and authorised distributors for Torrent Cables Ltd. PVC Insulated, Power and control cables, house wires and instrumentation cables.

**Neolex Cables - Thane, Maharashtra.**

Manufacturer of Instrumentation LOW NOISE cables, Digital Data Communication cable, Fire alarm, Signal, RTDS, PLC's cables, AT & T (usa) Belden (usa) IBM (USA) Alpha (USA) Equvalant Types of Cables, CCTV-cable TV & VSAT/ISET cables.
North Eastern Cables Private Ltd - Khetan Group of Industries

An ISO 9000 certified company and manufactures various sizes of PVC/FRLS Power and Control Cables.

Motors & Generators

Ajay Engineers

Manufacturers and Exporters of Monoblock pump sets, End suction centrifugal process pumps, Openwell submersible monoblock pump sets, A.C. Induction motors and IN-LINE Pumps in India.

All India Electric Motor Manufacturers' Association

AIEMMA is the apex body for the Electric Motor Industry. Represents over 107 manufactures of various types of electric motors in the small and medium scale sectors. Serves as the national point of reference for the electric motor industry in India. Interacts with Governmental, technical and standardisation authorities for promoting the growth of the electric motor industry in India. Coordinates with users of electric motors, consultants and manufacturers of motor components and prime movers, in order to bring about product standardisation and technology upgradation. Disseminates information on the development in the electric motor industry in India.

Aqua Brand Submersible Sewage Pump

Manufacturers and exporters of submersible sewage pumps, scavenger non clog pumps, portable non clog manhole pumps by Aqua Machineries.

Compact

Captain Gears and Fans is one of the largest luminaire manufacturing and marketing company.
Crown Electric Company

Crown Electric Company is Manufacturer And Exporter of Worm Reduction Gearbox, Geared Motors, Helical Gearboxes, Thrust Helical Gearboxes For Plastic Extruder, Shaft Mounted (SMGB) Gearboxes, Customer Built Requirement And All Types Of Electrical Motors A C And D C.

Lawkim

Established in 1960, Lawkim Private Limited was the first company in India to make Hermetic Motors. It was taken over by the Godrej group in 1977 and today is the market leader in the manufacture of specialized motors, supplying to clients like Godrej, Electrolux, Carrier, and Hitachi.

MMC Electric Company

Manufacturer and Exporter of PMDC Motors, Geared Motors, Battery Operated Motors, AC Synchronous Motors, DC Drives & Lamyoke Motors.

MS Enterprises and Trimega Power Corporation

MS Enterprises and Trimega Power Corporation specializes in Installation, Operation, Maintenance, Overhauling, Diesel filling and uplifting of Genets and Transporting of different origin; having practical experience of over twenty years.

National Electrical Industries- Ahmedabad.

Manufacturers of D.C. Motors and A.C. Motors upto 75 HP, Eddy current motors, Synchronous motors, alternators and D.G.Sets upto 50 kW.
Numeric Power Systems

Numeric Power Systems Ltd., a corporate house with established nationwide presence, is the single largest source for a wide range of UPS systems. Ever since its advent in 1984 NUMERIC's focus has always been the excellence in quality of products and dedication in service.

Pranshu Electricals

Pranshu Electricals is engaged in the manufacturing of D.C.Servomotors for more than five years. The factory is located in Waluj Industrial Area very near from Aurangabad-Pune highway. Factory is strategically built on a huge land of 10000 Sq.Ft. Pranshu is supplying motors to various original Equipment manufacturers all over India.

Reva Industries

Manufacturers of eot cranes, low headroom cranes, helical geared motors, traveling machines, wire rope hoists, geared couplings and etc.

Rotomag Motors & Controls Pvt. Ltd.

Rotomag offers a comprehensive range of High Performance Permanent Magnet D.C. motors, Wound field D.C. motors. Speed reducers and related motion control products. You can now add to the value of your products by leveraging our expertise in design and manufacture of D.C. motors.

Rudrashakti Electronics

M/s. Rudrashakti Electronics have a recognized presence in field of monitoring electrical energy parameters. With manufacturing engineering and consulting experience of over 10 years, M/S. Rudrashakti Electronics have always strived to address electrical system related problems encountered at site by engineers, contractors, technicians and have tried to
provide practical solutions through improved metering devices.

Sanjay Diesels - Diesel Generating Sets.

Services include supply, install and commissioning of diesel generator sets and all allied & peripheral equipment. Also provides sound proof acoustic enclosures.

Venus Industrial Corporation

Venus group is proud to be a major and preferred supplier to the Indian Automotive Industry, Electrical and Allied Industry, Electronics & Computer Industry and many other

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Lighting & Luminaries

A.K. Electricals

Manufacturers of lighting equipment for events, studios and discotheques. They also undertake projects for providing light, stage and sound solutions for various events on a turnkey basis.

APCO India

Gate Light, Garden light, Wall light Night lamps, Door light, Decorative lights, Bath tubs, FRP Doors, Industrial products.

Aquascape engineers

Manufacturer and exporters of fountain nozzle, Fountain light, Under water fountain light, Waterproof fountain light, Coloured fountain light, Water garden lights, Fountain accessories, Indoor and outdoor fountains nozzles and lights.

Arihant Enterprises : The radiant glow in darkness

Manufacturers of portable long-range observation and night surveillance searchlights, metal detectors and poly-fibre battons.
Atlas Electricals

Dealers and Stockist in: Electrical Goods and Hardware Florocent Lightings, Mercury Vapour Lanterns, Decorative Fittings, Chokes, Streeps Paltys and Accessories.

Manufacturers of Indoor Lighting, Outdoor Lighting, Structurella, Targetti, Commercial Fixtures, Trimtube, Track Lighting, Fiber Optic Lighting from India

GE Lighting India

At GE Lighting, we take a pride in offering a wide range of International quality lighting solutions, for effective and efficient lighting in any environment

Jain Industrial Lighting Corporation

Manufacturer and exporters of lamp luminaires, street light lamp, outdoor landscape lighting, street lighting luminaires, commercial outdoor lighting, electric luminaires for ceiling fans, geysers, street lighting from India.

2.2.1 List of Some popular Japanese Companies Operating Successfully in India

<table>
<thead>
<tr>
<th>Canon India</th>
<th>Honda Motor</th>
<th>Omron Corporation</th>
<th>Sakata Inx</th>
<th>Suzuki Motor Corporation</th>
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<tbody>
<tr>
<td>Daikin Industries</td>
<td>Kansai Paints</td>
<td>Onkyo Corporation</td>
<td>Sanyo Electric</td>
<td>Tokio Marine &amp; Nichido Fire Insurance</td>
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<td>Fujitsu Group</td>
<td>Kyocera Corporation</td>
<td>Orix Corporation</td>
<td>Showa Corporation</td>
<td>Toshiba Corporation</td>
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<td>GrapeCity Inc</td>
<td>Mitsubishi Materials Corporation</td>
<td>Panasonic</td>
<td>Sony Corporation</td>
<td>Toyota Motor Corporation</td>
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<tr>
<td>Hitachi</td>
<td>Nissin Food Products</td>
<td>Ricoh</td>
<td>Stanley Electric</td>
<td>YKK Corporation</td>
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2.2.2 List of Some popular American Companies Operating Successfully in India

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<tr>
<th>Agilent</th>
<th>Colgate Palmolive</th>
<th>Kodak</th>
<th>Federal Express</th>
<th>Metlife India</th>
<th>Pizza Hut</th>
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<tr>
<td>Agro Tech</td>
<td>Cummins</td>
<td>Kimberly Clark</td>
<td>Ford</td>
<td>Microsoft</td>
<td>Texas</td>
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<tr>
<td>American Express</td>
<td>Cisco</td>
<td>Kellogg India</td>
<td>Franklin Templeton</td>
<td>Morgan Stanley</td>
<td>Tecumseh</td>
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<td>Amway</td>
<td>Citigroup</td>
<td>JPMorgan</td>
<td>GE</td>
<td>New York Life</td>
<td>Visteon</td>
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<td>Avaya</td>
<td>Coca Cola</td>
<td>Eli Lilly</td>
<td>General Motors</td>
<td>Ogilvy and Mather</td>
<td>Timex</td>
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<td>Cognizant</td>
<td>Emerson Electric</td>
<td>Gillette</td>
<td>Oracle</td>
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<td>Caterpillar</td>
<td>Discovery</td>
<td>EXL</td>
<td>Honeywell India</td>
<td>Pepsico</td>
<td>UPS India</td>
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<td>Johnson &amp; Johnson</td>
<td>BM</td>
<td>Pfizer</td>
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<td>CB Richard Ellis</td>
<td>EDS</td>
<td>Intel</td>
<td>McDonalds</td>
<td>Sun Microsystems</td>
<td>Xerox Modicorp</td>
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</table>

2.3 Current HR Practices in Electrical Companies in India

Research on climate in electrical companies over the past 40 years has shown that the climate in the workplace has a significant impact on employees' behavior and organizational results. Workplace climates that energize workers to produce their very best can improve profit as much as 30 percent - by increasing revenues, lowering costs and improving customer loyalty. And these results have been proven time and time again!

Organizational climate refers to a set of measurable properties of the work environment, that are perceived by the people who live and work in it, and that influence their motivation and behavior. Climate characteristics that have been determined to significantly impact a company's bottom line are: flexibility, responsibility, standards, rewards, clarity and team commitment.
Majority of electrical companies in India are resorting to down-sizing, where they do not hesitate to pay very high packages to employees belonging to top level management, but they try to cut the number of employees in middle level management and bottom level management. This has lead to an adverse impact on organizational climate.

Flexi-working hours have become a trend in organizations, where targets are considered more crucial than remaining physically present in offices during working hours.

Shared responsibilities and giving credit to team instead of individuals has increased considerable in organizations. Human resource managers openly articulate individual and team priorities. They get to know their team members in relaxed, informal situations. Yet, it cannot be declared that group appraisal instead of individual recognition has lead to congenial climate.

There is multi-culture in such organizations. As companies emphasize on employing qualified, experienced staff, existence of different cultures in the organizations have become inevitable. Yes, there is bit resistance to change affecting the overall organizational climate.

While working closely with one another, individuals learn the differences that exist between them and different cultures. Most of the electrical companies are passing through their transition phase.

Diverse skill environment exist in organizations. Diverse skill environment exist in organization owing to staff belonging to diversified age groups. Yet, it is wrong to say that this factor has negative impact on organizational climate of electrical companies.

The traditional career structure of bureaucratic organization is becoming unattractive. More than job security, other benefits like high...
packages, flexible working hours, other fringe benefits etc have become more important.

Organizations are interested in taking active measures to overcome employees' redressal by facilitating open communication, ensuring safe and healthy work sites, by providing various welfare measures etc.

Apart from that organizations lay more emphasize on below mentioned practices to make their HR department individually, and organizational climate as a whole more exhaustive and efficient.

- Innovation
- Flexibility
- Appreciation and recognition
- Concern for employee well-being
- Learning and development
- Citizenship and ethics
- Quality performance
- Involvement and empowerment
- Leadership

Besides, the dimensions which are more focused in electrical companies are:

- **Communication** – Electrical/electronic organizations make an effort to see how often they communicate with one another and the type of means by which information is communicated in the organizations.

- **Values** – The guiding principles i.e. certain dos and don’ts in the organizations and to see whether or not they are modeled by all
employees, including leaders are major to the dimensions of organizational climate.

- **Expectations** – Types of expectations regarding how managers behave and make decisions are studied. What members expect from their superiors, peers and subordinates are focused beforehand.

- **Norms** – The normal, routine ways of behaving and treating one another in the organization is given due consideration.

- **Policies and rules** - These convey the degree of flexibility and restriction in the organization that are adopted in organizations.

- **Programs** – The electrical organizations consider the programming and formal initiatives to help support and emphasize a workplace climate.

- **Leadership** – Leadership styles of leaders that consistently support the climate desired are constantly studied and reviewed.

Making a climate change in electrical companies seems to be one of the core fundamental steps to beginning to create a great place to work.

Thus, the brief history of certain electrical companies operating is given in this chapter. The list of Japanese companies as well as American companies operating successfully in India has also been mentioned in this chapter. As the study has been based on five major electrical/electronic companies (including MNC) in India, a brief explanation of these companies viz., Anchor Panasonic (Japanese management), Cummins and ABB Group (American management) and Amar and Vinay Electricals (Indian management) has been given. The current, general HR practices in electrical/electronic companies managed in India has also been discussed.
References


