The foremost goal of this chapter is to analyse and present the results of the data collected from the sampled (210) respondents. To achieve this goal effectively the chapter is arranged into three parts.

The first part attempts to investigate the responses of all the employees achieved by means of structured questionnaire. Mean values for all the questions posed in the questionnaire is worked out to generalize the responses. Afterwards, null hypothesis is tested to determine the significance of the independent variables such as age, gender, qualification, experience, origin of employee, income and category of employee on the employees’ response.

The second part primarily analyses the basis of Frederick Herzberg’s Two-Factor theory of motivation and thereby seeks to determine the instrumentality of organisational transformation (OT) on hygiene factors and motivating factors. Later on, this part endeavours to determine the existence of relationship if any, between hygiene factors and productivity, motivating factors and productivity, employees’ favour for OT and productivity, employees’ favour for OT and motivating factors, employees’ favour for OT and hygiene factors and employees’ favour for OT and overall performance of the organisation. This is accomplished through application of Karl Pearson coefficient of correlation (r) and coefficient of determination (r²). Coefficient of correlation (r) is calculated to know any possible relationship between two variables and coefficient of determination (r²) is calculated to examine the percentage of variation in one variable which is explained by other variable.

After establishing relationship between different variables discussed above, the third part of this chapter is devoted to measure the extent of relationship between hygiene factors and productivity on one hand and motivating factors and productivity on the other hand. This is executed through application of scatter plot to know the linear regression between hygiene factors and productivity as well as motivating factors and productivity after OT.
4.1 PART – I

This part of the chapter deals with the presentation and detailed examination of the responses achieved through the questionnaire. It is comprised of nine questions or dimensions consisting 49 variables but ninth is an open-ended question hence only eight dimensions. Thus, 210 questionnaires having 8 questions each or dimensions were analysed and the responses of various category of employees was coded, tabulated, classified and interpreted by means of aggregate mean and standard deviation. Each aspect of the dimension is further scrutinized on the basis of independent variables to determine its impact on the responses of sampled respondents. This was executed through application of independent sample t-test. To attain this, the independent variable say V1 (Age) is taken as a grouping variable and dependent variable V8-V49 is taken as test variables and then independent sample t-test is applied. The same procedure is followed for other independent variables to determine the significant t value. It is presented with the help of exact data and detailed explanation about each dimension is shown in the following points.

1. Extent of Awareness of Organisational Transformation (V8)

The level of awareness of OT of Delhi Vidyut Board (DVB) into Tata Power Delhi Distribution Limited (TPDDL) was measured on a five point Likert scale ranging from fully unaware at one to fully aware at five. The mean value of all the employees was calculated which stands at 4.39 denoting a brilliant level of awareness of OT among employees (Appendix – 2).

**Independent Variables:** Level of awareness among employees is analysed by segregating them on the basis of independent variables and t-test was applied to judge the significant difference between the mean values. The following t values are found significant at 5% significance level and consequently the relevant null hypothesis is rejected.

i. TPDDL male employees have reported comparatively higher degree of awareness about OT of DVB into TPDDL as compared to female employees, which is evident from their respective mean scores of 4.44 and 4.19 for V8 (Appendix – 4A) with a significant t value of 2.122 and two-tailed significance of 0.035 (Appendix – 4B).
ii. Employees who are having more than five years of experience in the present organisation are more aware of OT than employees whose experience is five years and below which is justified through their respective mean scores of 4.22 and 4.46 (Appendix – 6A) with a significant t value of 2.257 and two-tailed significance of 0.025 (Appendix - 6B).

iii. Employees whose annual income is above rupees five lacs per annum have shown more awareness with regard to OT than those whose annual income is rupees five lacs and below per annum. It is apparent through their corresponding mean scores of 4.24 and 4.56 (Appendix - 8A) with a significant t value of 3.271 and two-tailed significance of 0.001 (Appendix - 8B).

2. Extent of Favour for Organisational Transformation (V9)

Extent of favour for OT is measured on a five point Likert scale ranging from strongly disfavour at one to strongly favour at five. The mean value of all the employees is equal to 4.27 which denotes that majority of employees are in favour of OT (Appendix - 2).

Independent Variables: All the responses are further subdivided on the basis of independent variables and t-test is applied to assess the significant difference at the following t values are found significant at 5% significance level and thereby the relevant null hypothesis is rejected.

i. Employees who were originally the part of erstwhile DVB are less in favour of OT as against employees who are originally from TPDDL only. It is manifested through their individual mean scores of 3.91 and 4.37 (Appendix – 7A, V9) with a significant t value of 3.243 and two-tailed significance of 0.001 (Appendix – 7B, V9).

ii. Executive and above cadre employees are more in favour of OT as compared to the non-executive cadre employees. It is evident through their respective mean scores of 4.46 and 4.08 (Appendix – 9A, V9) with a significant t value of 3.301 and two-tailed significance of 0.001 (Appendix – 9B, V9).
3. Extent of Favour for Various Reasons of Positive Attitude of Employees towards Organisational Transformation (V10-V15)

Extent of favour for various reasons of positive attitude of employees towards OT is again measured on a five point Likert scale ranging from none at one to very great at five. The mean score for all the reasons are calculated and displayed in table no. 3 (Appendix – 2).

**Table no. 3: Extent of favour for various reasons of positive attitude towards Organisational Transformation**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Reasons</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>V10</td>
<td>Presence of tripartite agreement</td>
<td>3.86</td>
</tr>
<tr>
<td>V11</td>
<td>Empowerment through training</td>
<td>4.03</td>
</tr>
<tr>
<td>V12</td>
<td>Welfare activities</td>
<td>4.26</td>
</tr>
<tr>
<td>V13</td>
<td>Quality of working environment</td>
<td>4.12</td>
</tr>
<tr>
<td>V14</td>
<td>Closing of petty issues relating to disciplinary action against employees</td>
<td>3.67</td>
</tr>
<tr>
<td>V15</td>
<td>Formulation of Joint Interaction Forum</td>
<td>3.69</td>
</tr>
</tbody>
</table>

The relative preference for various reasons of positive attitude of employees towards OT is also shown through image profile – 1.

**Analysis:** It is derived from table no. 3 and image profile - 1 that all the reasons that have been indicated substantially have a great impact in shaping the positive attitude of employees towards OT. However, welfare activities and quality of working environment are amongst the most favoured reason for positive attitude of employees towards OT. Whereas, closing of petty issues relating to disciplinary action against employees is amongst the least favoured reason.
IMAGE PROFILE ANALYSIS OF EXTENT OF FAVOUR FOR VARIOUS REASONS OF POSITIVE ATTITUDE OF EMPLOYEES TOWARDS ORGANISATIONAL TRANSFORMATION

<table>
<thead>
<tr>
<th>Reason</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>V10 Presence of tripartite agreement</td>
<td>3.86</td>
</tr>
<tr>
<td>V11 Empowerment through training</td>
<td>4.03</td>
</tr>
<tr>
<td>V12 Welfare activities</td>
<td>4.26</td>
</tr>
<tr>
<td>V13 Quality of working environment</td>
<td>4.12</td>
</tr>
<tr>
<td>V14 Closing of petty issues relating to disciplinary action against employees</td>
<td>3.67</td>
</tr>
<tr>
<td>V15 Formulation of Joint Interaction Forum</td>
<td>3.69</td>
</tr>
</tbody>
</table>

IMAGE PROFILE - 1
Independent Variables: All the responses have been partitioned on the basis of independent variables and t-test is applied to examine the significant difference between the responses. Following t values are found significant at 5% significance level where the relevant null hypothesis is rejected.

i. Presence of tripartite agreement between DVB, Government of NCT of Delhi and TPDDL indicated as one of the reasons for positive attitude for OT has been favoured more by executive and above cadre employees in comparison to non-executive cadre employees. It is verified through their respective mean values of 3.98 and 3.74 (Appendix – 9A, V10) with a significant t value of 2.018 and two-tailed significance of 0.045 (Appendix- 9B, V10).

ii. Employees in the age group of 40 or less have favoured empowerment through training more as one of the most essential reasons of positive attitude for OT as compared to the employees who are above 40 years in age. This point is validated through the mean scores of both the category of employees i.e., 4.14 and 3.69 (Appendix – 3A, V11) with a significant t value of 2.925 and two-tailed significance of 0.004 (Appendix – 3B, V11).

iii. Employees who are professionally qualified are more in favour of empowerment through training than those who are not professionally qualified as is evident from their mean scores 4.09 and 3.74 (Appendix – 5A, V11) with a significant t value of 2.058 and two-tailed significance of 0.041 (Appendix – 5B, V11).

iv. Employees who were part of erstwhile DVB are less in favour for empowerment through training quoted as one of the reason of positive attitude for OT in comparison to those who are from TPDDL which is obvious through their respective mean scores of 3.52 and 4.17 (Appendix – 7A, V11) with significant t value of 4.150 and two-tailed significance of 0.000 (Appendix – 7B, V11).

v. Executive and above rank staff have indicated empowerment through training is instrumental in altering attitude for organisation transformation in contrast with non-executive rank staff. This is reasoned through their derived mean values of 4.18 and 3.88 (Appendix – 9A, V11) with a significant t value of 2.293 and two-tailed significance of 0.023 (Appendix – 9B, V11).

vi. Employees in the age group of 40 or less have favoured welfare activities more as one of the vital reason for positive attitude for OT than the employees who are above 40 years in age. This is substantiated through the mean scores of both the
cadre of employees i.e., 4.35 and 3.98 (Appendix – 3A, V12) with a significant t value of 2.592 and two-tailed significance of 0.010 (Appendix – 3B, V12).

vii. Erstwhile DVB structure employees are less in favour of welfare activities in shaping the positive attitude for OT in contrast with the employees who are from TPDDL. This is obvious through their mean scores of 3.85 and 4.38 (Appendix – 7A, V12) with a significant t value of 3.574 and two-tailed significance of 0.000 (Appendix – 7B, V12).

viii. Welfare activities quoted as one of the reasons for positive attitude for OT is more favoured by executive and above level employees as compared to non-executive level employees. It is marked through their respective mean values of 4.44 and 4.09 (Appendix – 9A, V12) with a significant t value of 2.840 and two-tailed significance of 0.005 (Appendix – 9B, V12).

ix. Executive and above rank employees have favoured quality of working environment more in shaping positive attitude towards OT in contrast with non-executive rank employees. This is obvious through their respective mean scores of 4.27 and 3.98 (Appendix – 9A, V13) with a significant t value of 2.402 and two-tailed significance of 0.017 (Appendix – 9B, V13)

x. Employees in the age group of 40 or less have favoured closing of petty issues relating to disciplinary action against employees more as one of the vital reasons for positive attitude towards OT than the employees who are above 40 years in age. This is substantiated through the mean scores of both the category of employees i.e., 3.77 and 3.35 (Appendix – 3A, V14) with a significant t value of 2.525 and two-tailed significance of 0.012 (Appendix – 3B, V14).

xi. Employees who are professionally qualified are more in favour of closing of petty issues relating to disciplinary action against employees than those who are not professionally qualified as is evident from their mean scores 3.74 and 3.34 (Appendix – 5A, V14) with a significant t value of 2.085 and two-tailed significance of 0.038 (Appendix – 5B, V14).

xii. Erstwhile DVB structure employees are less in favour of closing of petty issues relating to disciplinary action against employees in shaping positive attitude for OT as compared to employees who are from TPDDL. This is verified through their mean scores of 3.20 and 3.80 (Appendix – 7A, V14) with a significant t value of 3.471 and two-tailed significance of 0.001 (Appendix – 7B, V14).
Employees who are at the rank of executive and above favoured closing of petty issues against disciplinary action against employees as a crucial reason for shaping positive attitude towards OT more as compared to non-executive rank employees. This is more evident through their respective mean values of 3.89 and 3.45 (Appendix – 9A, V14) with a significant t value of 3.028 and two-tailed significance of 0.003 (Appendix – 9B, V14).

Employees in the age group of 40 or less have favoured formulation of joint interaction forum more as one of the vital reason for positive attitude for OT than the employees who are above 40 years in age. This is substantiated through the mean scores of both the category of employees i.e., 3.85 and 3.19 (Appendix – 3A, V15) with a significant t value of 4.310 and two-tailed significance of 0.000 (Appendix – 3B, V15).

Employees who are originally from TPDDL favoured formulation of joint interaction forum more as an important reason of positive attitude for OT in contrast to erstwhile DVB employees. It is apparent through their individual mean scores of 3.87 and 3.02 (Appendix – 7A, V15) with a significant t value of 5.489 and two-tailed significance of 0.000 (Appendix – 7B, V15).

### 4. Response or Attitude of Employees Towards Organisational Transformation (V16-V21)

Employees’ immediate response or attitude towards OT is evaluated on a five point Likert scale ranging from very untrue at one to very true at five. The mean score of the same is calculated and is exhibited in table no. 4 (Appendix – 2).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Reasons</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>V16</td>
<td>Work harder than before</td>
<td>3.88</td>
</tr>
<tr>
<td>V17</td>
<td>Work hard as before (No change)</td>
<td>3.09</td>
</tr>
<tr>
<td>V18</td>
<td>Becomes slow down</td>
<td>2.37</td>
</tr>
<tr>
<td>V19</td>
<td>Deliberately forgets to do things</td>
<td>2.21</td>
</tr>
<tr>
<td>V20</td>
<td>Argues with boss work less</td>
<td>2.36</td>
</tr>
<tr>
<td>V21</td>
<td>Quits the organisation</td>
<td>2.35</td>
</tr>
</tbody>
</table>

The relative preference of response or attitude of employees towards OT is also shown through image profile – 2.
IMAGE PROFILE ANALYSIS OF RESPONSE OR ATTITUDE OF EMPLOYEES TOWARDS ORGANISATIONAL TRANSFORMATION

**IMAGE PROFILE - 2**
Analysis: The mean score for all the responses is determined and it is concluded from the table no. 4 and image profile -2 that most of the employees hold positive response towards OT and started working harder than before.

Independent Variables: Employees’ response towards OT is also determined on the basis of independent variables, which inturn requires bifurcation of each response on the basis of independent variables and then t-test is applied to investigate the significance of the difference between the responses. Following t values are found significant at 5% level which is above the tabled t value of 1.96 where the relevant null hypothesis is rejected.

i. As a response towards OT employees work harder than before has been favoured more by employees who are in the age group of 40 years and below than those who are above 40 years. This is self-explanatory through their mean scores of 3.97 and 3.60 (Appendix – 3A, V16) with a significant t value of 2.586 and two-tailed significance of 0.010 (Appendix – 3B, V16).

ii. Professionally qualified employees are more in favour of working harder than before as a response towards OT than those who do not possess any professional qualification. It is obvious through their corresponding mean scores of 3.96 and 3.53 (Appendix – 5A, V16) with a significant t value of 2.640 and two-tailed significance of 0.009 (Appendix – 5B, V16).

iii. Employees who are originally part of erstwhile DVB are less in favour of working harder than before as a response towards OT in contrast with the employees who are originally from TPDDL. This is justified through their respective mean scores of 3.37 and 4.02 (Appendix – 7A, V16) with a significant t value of 4.412 and two-tailed significance of 0.000 (Appendix – 7B, V16).

iv. Employees in the age group of above 40 years are more in favour of working hard as before more i.e., no change in the attitude as a response towards OT as compared to those in the age group of 40 years and below. It can be better understood through their corresponding mean scores of 3.97 and 3.60 (Appendix – 3A, V16) with a significant t value of 2.586 and two-tailed significance of 0.010 (Appendix – 3B, V16).
v. Professionally qualified employees are less in favour of working hard as before i.e., no change in the attitude as a response towards OT in contrast with non-professionals. This is validated through their corresponding mean values 3.00 and 3.50 (Appendix – 5A, V17) with a significant t value of 2.568 and two-tailed significance of 0.11 (Appendix – 5B, V17).

vi. Working hard as before i.e., no change in the attitude as a response towards OT is more favoured by employees who were part of erstwhile DVB as compared to TPDDL employees. This is authenticated through their respective mean values of 3.59 and 2.95 (Appendix – 7A, V17) with a significant t value of 3.556 and two-tailed significance of 0.000 (Appendix – 7B, V17).

vii. Employees having above five years of experience in the present organisation are less in favour of quits the organisation as a response towards OT as compared to those who have five years and below experience. It is substantiated from their distinguished mean scores of 2.21 and 2.64 (Appendix – 6A, V21) with a significant t value of 3.013 and two-tailed significance of 0.003 (Appendix – 6B, V21).

viii. Employees of erstwhile DVB are less in favour of quits the organisation as a response towards OT as compared to TPDDL employees, which is justified through their individual mean scores of 2.09 and 2.42 (Appendix -7A, V21) and with a significant t value of 2.042 and two-tailed significance of 0.042 (Appendix – 7B, V21).

5. Impact of Organisational Transformation in Decreasing Job Dissatisfaction (Hygiene Factors) (V22-V32)

“Impact of OT on hygiene factors which are also known as maintenance factors is measured on a five point Likert scale ranging from none at one to very great at five. The mean score for all the responses is computed and combined mean value stood at 3.78 which lies between 3 and 4 on Likert scale. Accordingly 3 denotes “some” impact of OT and 4 denotes “great” impact of OT on hygiene factors. To determine whether OT has great impact on hygiene factors independent sample t-test is applied between actual mean 3.78 and 3 which denotes “some” impact (Appendix – 11). The significant t value of 16.126 at 5% significance level unequivocally confirms a good amount of impact of OT in decreasing job dissatisfaction (hygiene factors)” (Kumar
& Takkar, 2014a, p. 22). The mean score for all the responses is exhibited in table no. 5 for details refer Appendix – 2.

The relative preference of impact of OT in decreasing job dissatisfaction (hygiene factors) is also revealed through image profile – 3.

**Table no. 5: Impact of Organisational Transformation on hygiene factors**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Reasons</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>V22</td>
<td>Company policy and administration</td>
<td>4.08</td>
</tr>
<tr>
<td>V23</td>
<td>Supervision</td>
<td>3.97</td>
</tr>
<tr>
<td>V24</td>
<td>Inter-personal relation with supervisor</td>
<td>3.85</td>
</tr>
<tr>
<td>V25</td>
<td>Inter-personal relation with peers</td>
<td>3.86</td>
</tr>
<tr>
<td>V26</td>
<td>Inter-personal relation with subordinates</td>
<td>3.83</td>
</tr>
<tr>
<td>V27</td>
<td>Salary</td>
<td>3.22</td>
</tr>
<tr>
<td>V28</td>
<td>Job security</td>
<td>3.67</td>
</tr>
<tr>
<td>V29</td>
<td>Personal life</td>
<td>3.58</td>
</tr>
<tr>
<td>V30</td>
<td>Working conditions</td>
<td>3.98</td>
</tr>
<tr>
<td>V31</td>
<td>Status</td>
<td>3.76</td>
</tr>
<tr>
<td>V32</td>
<td>Physical environment</td>
<td>3.77</td>
</tr>
</tbody>
</table>

**Analysis:** It could be inferred from table no. 5 and image profile - 3 that OT has a great impact on all the hygiene factors. But company policy and administration is amongst those on which OT has a great impact and at the same time salary is the one on which OT has a least impact.
IMAGE PROFILE ANALYSIS OF IMPACT OF ORGANISATIONAL TRANSFORMATION ON HYGIENE FACTORS

<table>
<thead>
<tr>
<th>HYGIENE FACTORS</th>
<th>MEAN SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>V22 Company policy and administration</td>
<td>4.08</td>
</tr>
<tr>
<td>V23 Supervision</td>
<td>3.97</td>
</tr>
<tr>
<td>V24 Inter-personal relation with supervisor</td>
<td>3.85</td>
</tr>
<tr>
<td>V25 Inter-personal relation with peers</td>
<td>3.86</td>
</tr>
<tr>
<td>V26 Inter-personal relation with subordinates</td>
<td>3.83</td>
</tr>
<tr>
<td>V27 Salary</td>
<td>3.67</td>
</tr>
<tr>
<td>V28 Job security</td>
<td>3.58</td>
</tr>
<tr>
<td>V29 Personal life</td>
<td>3.98</td>
</tr>
<tr>
<td>V30 Working conditions</td>
<td>3.76</td>
</tr>
<tr>
<td>V31 Status</td>
<td>3.77</td>
</tr>
<tr>
<td>V32 Physical environment</td>
<td>3.77</td>
</tr>
</tbody>
</table>
**Independent Variables:** To facilitate exact analysis of impact of OT, responses have been split up on the basis of independent variables. Thereby t-test is carried out to determine the influence of independent variables on the employees’ response. Following t values are found significant at 5% level which is above the tabled t value of 1.96 where the relevant null hypothesis is rejected.

i. Employees whose annual income is above rupees five lacs per annum are more in favour of positive impact of OT on company policy and administration as compared to employees whose income is rupees five lacs or below per annum. This is verified by the respective mean values of 3.96 and 4.23 (Appendix – 8A, V22) with a significant t value of 2.234 and two-tailed significance of 0.027 (Appendix - 8B, V22).

ii. Conducive impact of OT on supervision is more favoured by TPDDL employees as compared to employees who were part of erstwhile DVB. This is authenticated through their individual mean scores of 3.67 and 4.05 (Appendix – 7A, V23) with a significant t value of 2.666 and two-tailed significance of 0.008 (Appendix – 7B, V23).

iii. Positive impact of OT on supervision is more favoured by executive and above level employees as compared to non-executive level employees. This is manifested through their individual mean scores of 4.10 and 3.85 (Appendix – 9A, V23) with a significant t value of 2.081 and two-tailed significance of 0.039 (Appendix – 9B, V23).

iv. TPDDL employees are more in favour of positive impact of OT on inter-personal relation with supervisor in contrast with erstwhile DVB employees. This difference is approved through their respective mean scores of 3.59 and 3.92 (Appendix – 7A, V24) with a significant t value of 2.245 and two-tailed significance of 0.026 (Appendix – 7B, V24).

v. TPDDL employees are more in favour of positive impact of OT on inter-personal relation with peers as compared to erstwhile DVB employees. This is validated through their respective mean scores of 3.61 and 3.93 (Appendix – 7A, V25) with a significant t value of 2.279 and two-tailed significance of 0.024 (Appendix – 7B, V25).
vi. Positive impact of OT on salary is favoured more by employees whose annual income is above rupees five lacs per annum in contrast with those whose annual income is rupees five lacs and below per annum. This is signified through their individual mean scores of 3.09 and 3.38 (Appendix – 8A, V27) with a significant t value of 1.970 and two-tailed significance of 0.050 (Appendix – 8B, V27).

vii. Executive and above cadre employees are more in favour of positive impact of OT on salary in contrast with non-executive cadre employees. This is justified by their corresponding mean values of 3.40 and 3.05 (Appendix – 9A, V27) with a significant t value of 2.387 and two-tailed significance of 0.018 (Appendix – 9B, V27).

viii. Positive impact of OT on job security is more favoured by professionally qualified employees than those who do not possess any professional qualification. This is exemplified through their individual mean scores of 3.75 and 3.32 (Appendix – 5A, V28) with a significant t value of 2.132 and two-tailed significance of 0.034 (Appendix – 5B, V28).

ix. TPDDL employees are more in favour of positive impact of OT on job security in contrast with erstwhile DVB employees. This is evident through their corresponding mean values of 3.35 and 3.76 (Appendix – 7A, V28) with a significant t value of 2.187 and two-tailed significance of 0.030 (Appendix – 7B, V28).

x. Positive impact of OT on personal life is more favoured by executive and above level employees as compared to non-executive level employees. This is exhibited through their individual mean scores of 3.80 and 3.36 (Appendix – 9A, V29) with a significant t value of 3.065 and two-tailed significance of 0.002 (Appendix – 9B, V29).

xi. Positive impact of OT on working conditions is more favoured by employees whose annual income is above rupees five lacs per annum in contrast with those whose annual income is rupees five lacs and below per annum. This is obvious through their individual mean scores of 3.84 and 4.13 (Appendix - 8A, V30) with a significant t value of 2.476 and two-tailed significance of 0.014 (Appendix – 8B, V30).
xii. Executive and above cadre employees are more in favour of positive impact of OT on working conditions in contrast with non-executive cadre employees. This is substantiated through their corresponding mean values of 4.17 and 3.78 (Appendix – 9A, V30) with a significant t value of 3.344 and two-tailed significance of 0.001 (Appendix – 9B, V30).

xiii. Positive impact of OT on status is more favoured by employees in the age group of 40 years and below than those who are above 40 years in age. This is manifested through their individual mean scores of 3.87 and 3.44 (Appendix – 3A, V31) with a significant t value of 2.625 and two-tailed significance of 0.009 (Appendix – 3B, V31).

xiv. TPDDL employees are more in favour of positive impact of OT on status as compared to employees who were part of erstwhile DVB. This is signified through their corresponding mean score of 3.39 and 3.87 (Appendix – 7A, V31) with a significant t value of 2.817 and two-tailed significance of 0.005 (Appendix – 7B, V31).

xv. Executive and above cadre employees are more in favour of positive impact of OT on status in contrast with non-executive cadre employees. This is substantiated through their corresponding mean values of 3.91 and 3.61 (Appendix – 9A, V31) with a significant t value of 2.171 and two-tailed significance of 0.031 (Appendix – 9B, V31).

xvi. TPDDL employees are more in favour of positive impact of OT on physical environment as compared to employees who were part of erstwhile DVB. This is corroborated through their corresponding mean score of 3.50 and 3.85 (Appendix – 7A, V32) with a signified t value of 2.210 and two-tailed significance of 0.028 (Appendix – 7B, V32).

xvii. Executive and above cadre employees are more in favour of positive impact of OT on physical environment in contrast with non-executive cadre employees. This is substantiated through their corresponding mean values of 3.91 and 3.63 (Appendix – 9A, V32) with a significant t value of 2.226 and two-tailed significance of 0.027 (Appendix – 9B, V32).
6. Impact of Organisational Transformation in Increasing Job Satisfaction (Motivating Factors) (V33-V39)

Impact of OT on motivating factors is determined or measured on a five point Likert scale ranging from none at one to very great at five. The mean score for all the responses is calculated and the combined mean value stood at 3.73 which lies between 3 and 4 on Likert scale. The number 3 indicates “some” impact of OT on motivating factors and 4 indicates “great” impact of OT on motivating factors. In order to determine whether OT has great impact on motivating factors, independent sample t-test is applied between actual mean 3.73 and 3 which denotes “some” (Appendix - 12). The significant t value of 14.289 at 5% level of significance indisputably confirms great impact of OT in increasing job satisfaction (motivating factors). The mean score for all the responses is calculated and exhibited in table no. 6 for details refer Appendix – 2.

The relative preference of impact of OT on motivating factors is also presented through image profile – 4.

**Table no. 6: Impact of Organisational Transformation on motivating factors**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Motivating Factors</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>V33</td>
<td>Your achievement</td>
<td>3.81</td>
</tr>
<tr>
<td>V34</td>
<td>Your advancement</td>
<td>3.66</td>
</tr>
<tr>
<td>V35</td>
<td>Your possibility of growth</td>
<td>3.52</td>
</tr>
<tr>
<td>V36</td>
<td>Your recognition</td>
<td>3.61</td>
</tr>
<tr>
<td>V37</td>
<td>Your work</td>
<td>3.92</td>
</tr>
<tr>
<td>V38</td>
<td>Your responsibility</td>
<td>4.04</td>
</tr>
<tr>
<td>V39</td>
<td>Your personal growth</td>
<td>3.59</td>
</tr>
</tbody>
</table>

**Analysis:** It is noticeable from the table no. 6 and image profile - 4 that although OT has a great impact on all the motivating factors which are instrumental in increasing job satisfaction, but it has a great impact on the responsibility amongst all the motivating factors. In addition to this, the image also elucidates that OT has a least impact on the possibility of growth.
IMAGE PROFILE ANALYSIS OF IMPACT OF ORGANISATIONAL TRANSFORMATION ON MOTIVATING FACTORS

MEAN VALUES

MOTIVATING FACTORS

V33 Your achievement
V34 Your advancement
V35 Your possibility of growth
V36 Your recognition
V37 Your work
V38 Your responsibility
V39 Your personal growth

IMAGE PROFILE – 4
**Independent Variables:** In order to determine the impact of independent variables on the responses of different category of employees, t-test is conducted. The following t values are found significant at 5% significance level which is above the tabled t value of 1.96 and therefore the relevant null hypothesis is rejected.

i. Impact of OT on achievement is more preferred by male employees than female that is corroborated through their respective mean values of 3.89 and 3.53 (Appendix - 4A, V33) with a significant t value of 2.757 and two-tailed significance of 0.006 (Appendix – 4B, V33).

ii. Employees who are having 5 years and below years of experience in TPDDL are less in favour of impact of OT on achievement than those who have above five years of experience in their present organisation. It is verified through their respective mean scores of 3.61 and 3.90 (Appendix - 6A, V33) with a significant t value of 2.493 and two-tailed significance of 0.013 (Appendix - 6B, V33).

iii. Impact of OT on advancement is more favoured by male employees than female which is confirmed by their respective mean values of 3.76 and 3.30 (Appendix - 4A, V34) with a significant t value of 3.193 and two-tailed significance of 0.002 (Appendix – 4B, V34).

iv. Male employees are more in favour of impact of OT on recognition than female employees which is justified through their respective mean scores of 3.70 and 3.30 (Appendix - 4A, V36) with a significant t value of 2.425 and two-tailed significance of 0.016 (Appendix – 4B, V36).

v. Professionally qualified employees are less in favour of impact of OT on recognition than those who do not possess any professional qualification. It is demonstrated through their respective mean scores of 3.53 and 3.95 (Appendix - 5A, V36) with a significant t value of 2.297 and two-tailed significance of 0.023 (Appendix - 5B, V36)

vi. Employees having five years and below years of experience in TPDDL are less in favour of impact of OT on recognition than those who have above five years of experience. It is exhibited through their respective mean scores of 3.33 and 3.74 (Appendix-6A, V36) with a significant t value of 2.801 and two-tailed significance of 0.006 (Appendix - 6B, V36).
vii. Impact of OT on work is more favoured by male employees than female which is evident through their respective mean values of 4.02 and 3.55 (Appendix - 4A, V37) with a significant t value of 3.336 and two-tailed significance of 0.001 (Appendix – 4B, V37).

viii. Male employees are more in favour of impact of OT on responsibility than female employees which is marked through their respective mean scores of 4.16 and 3.64 (Appendix - 4A, V38) with a significant t value of 3.698 and two-tailed significance of 0.000 (Appendix – 4B, V38).

7. Instrumentality of Organisational Transformation in Enhancing Productivity Parameters (V40-V48)

Extent of instrumentality of OT in enhancing various parameters of productivity is ascertained on a five point Likert scale. The combined value stood at 4.08 which indicate great impact of OT in enhancing productivity. The mean values of all the parameters of productivity enhancement are thus exhibited in table no. 7.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Parameters of Productivity</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>V40</td>
<td>Efficiency level</td>
<td>4.18</td>
</tr>
<tr>
<td>V41</td>
<td>Reduction in transmission and distribution losses</td>
<td>4.41</td>
</tr>
<tr>
<td>V42</td>
<td>Reduction in wastage/spoilage</td>
<td>4.00</td>
</tr>
<tr>
<td>V43</td>
<td>Quality improvement</td>
<td>4.30</td>
</tr>
<tr>
<td>V44</td>
<td>Customer satisfaction</td>
<td>4.34</td>
</tr>
<tr>
<td>V45</td>
<td>Job satisfaction</td>
<td>3.76</td>
</tr>
<tr>
<td>V46</td>
<td>Reduction in absenteeism</td>
<td>3.84</td>
</tr>
<tr>
<td>V47</td>
<td>Reduction in power interruption</td>
<td>4.36</td>
</tr>
<tr>
<td>V48</td>
<td>Reduction in employee turnover</td>
<td>3.61</td>
</tr>
</tbody>
</table>

The relative preference of instrumentality of OT in enhancing productivity parameters is depicted through image profile – 5.

**Analysis:** It is extrapolated from table no. 7 and image profile – 5 that OT is instrumental in enhancing all the parameters of productivity. Amongst all it is more instrumental in enhancing reduction in transmission and distribution losses and power interruption. Also, it clarifies that OT has a least impact on reduction in employee turnover.
IMAGE PROFILE ANALYSIS OF INSTRUMENTALITY OF ORGANISATIONAL TRANSFORMATION IN ENHANCING PRODUCTIVITY PARAMETERS

![Bar chart showing mean values for various productivity parameters]

- **V40 Efficiency level**: 4.18
- **V41 Reduction in transmission and distribution losses**: 4.41
- **V42 Reduction in wastage/spoilage**: 4.3
- **V43 Quality improvement**: 4.34
- **V44 Customer satisfaction**: 3.76
- **V45 Job satisfaction**: 3.84
- **V46 Reduction in absenteeism**: 4.36
- **V47 Reduction in power interruption**: 3.61
- **V48 Reduction in employee turnover**: 4.5
Independent Variables: In order to determine the impact of independent variables on the responses of different category of employees, t-test is conducted and the following t values are found significant at 5% significance which is above the tabled t value of 1.96 and therefore the relevant null hypothesis is rejected.

i. Employees who are 40 years and below in age are more in favour of enhancement in efficiency level of employees after OT than those who are above 40 years in age. It is marked by their respective mean values of 4.24 and 3.98 (Appendix -3A, V40) with a significant t value of 2.158 and two-tailed significance of 0.32 (Appendix -3B, V40).

ii. Enhancement in efficiency level of employees after OT is more favoured by TPDDL origin employees than employees who were originally from erstwhile DVB. It is apparent through their respective mean values of 3.96 and 4.24 (Appendix- 7A, V40) with a significant t value of 2.242 and two-tailed significance of 0.026 (Appendix -7B, V40).

iii. Reduction in transmission and distribution losses after OT is more favoured by TPDDL origin employees than employees who were originally from erstwhile DVB. It is obvious through their respective mean values of 4.22 and 4.47 (Appendix- 7A, V41) with a significant t value of 2.110 and two-tailed significance of 0.036 (Appendix- 7B, V41).

iv. Employees who are 40 years and below in age are more in favour of increase in reduction in wastage/spoilage after OT than those who are above 40 years in age. It is validated through their respective mean values of 4.19 and 3.42 (Appendix - 3A, V42) with a significant t value of 5.199 and two-tailed significance of 0.000 (Appendix - 3B, V42).

v. Enhancement in reduction in wastage/spoilage after OT is more favoured by TPDDL origin employees than employees who were originally from erstwhile DVB. It is corroborated through their respective mean values of 3.22 and 4.22 (Appendix- 7A, V42) with a significant t value of 6.766 and two-tailed significance of 0.000 (Appendix- 7B, V42).

vi. TPDDL origin employees favoured quality improvement after OT more than employees who were originally from erstwhile DVB. It is unambiguous through
their respective mean scores of 4.04 and 4.38 (Appendix- 7A, V43) with a significant t value of 2.914 and two-tailed significance of 0.004 (Appendix- 7B, V43).

vii. Executive and above level employees favoured quality improvement after OT more than non-executive level employees. It is manifested through their respective mean scores of 4.40 and 4.21 (Appendix- 9A, V43) with a significant t value of 1.985 and two-tailed significance of 0.49 (Appendix- 9B, V43).

viii. Employees who are 40 years and below in age are more in favour of increase in customer satisfaction after OT than those who are above 40 years in age. It is substantiated by their respective mean values of 4.41 and 4.13 (Appendix - 3A, V44) with a significant t value of 2.076 and two-tailed significance of 0.039 (Appendix - 3B, V44).

ix. TPDDL origin employees favoured increase in customer satisfaction after OT more than employees who were originally from erstwhile DVB. It is confirmed through their respective mean scores of 4.00 and 4.43 (Appendix - 7A, V44) with a significant t value of 3.230 and two-tailed significance of 0.001 (Appendix - 7B, V44).

x. Executive and above level employees favoured increase in customer satisfaction after OT more than non-executive level employees. It is verified through their respective mean scores of 4.46 and 4.22 (Appendix - 9A, V44) with a significant t value of 2.118 and two-tailed significance of 0.035 (Appendix - 9B, V44).

xi. Executive and above level employees favoured increase in job satisfaction after OT more than non-executive level employees. It is advocated through their respective mean scores of 3.90 and 3.61 (Appendix- 9A, V45) with a significant t value of 2.181 and two-tailed significance of 0.30 (Appendix - 9B, V45).

xii. Employees who are 40 years and below in age are more in favour of reduction in absenteeism after OT than those who are above 40 years in age. It is marked by their respective mean scores of 3.94 and 3.52 (Appendix - 3A, V46) with a significant t value of 2.644 and two-tailed significance of 0.009 (Appendix - 3B, V46).
xiii. TPDDL origin employees favoured reduction in absenteeism after OT more than employees who were originally from erstwhile DVB. It is patented through their respective mean scores of 3.37 and 3.97 (Appendix - 7A, V46) with a significant t value of 3.640 and two-tailed significance of 0.000 (Appendix - 7B, V46).

xiv. Employees who are 40 years and below in age are more in favour of reduction in power interruption after OT than those who are above 40 years in age. It is corroborated through their respective mean scores of 4.42 and 4.15 (Appendix - 3A, V47) with a significant t value of 1.981 and two-tailed significance of 0.049 (Appendix - 3B, V47).

xv. TPDDL origin employees favoured enhancement of reduction in power interruption after OT more than employees who were originally from erstwhile DVB. It is marked by their respective mean scores of 3.96 and 4.47 (Appendix-7A, V47) with a significant t value of 3.686 and two-tailed significance of 0.000 (Appendix - 7B, V47).

xvi. Employees whose annual income is above five lacs per annum favoured reduction in power interruption after OT more than employees whose annual income is five lacs and below per annum. It is validated through their respective mean scores of 4.24 and 4.49 (Appendix-8A, V47) with a significant t value of 2.171 and two-tailed significance of 0.031 (Appendix - 8B, V47).

xvii. Executive and above level employees favoured increase in reduction in power interruption after OT more than non-executive level employees. It is established through their respective mean scores of 4.50 and 4.22 (Appendix-9A, V47) with a significant t value of 2.355 and two-tailed significance of 0.019 (Appendix - 9B, V47).

xviii. Employees who are 40 years and below in age are more in favour of reduction in employee turnover after OT than those who are above 40 years in age. It is unambiguous through their respective mean scores of 3.69 and 3.37 (Appendix - 3A, V48) with a significant t value of 2.081 and two-tailed significance of 0.039 (Appendix - 3B, V48).

xix. TPDDL origin employees favoured reduction in employee turnover after OT more than employees who were originally from erstwhile DVB. It is justified through
their respective mean scores of 3.15 and 3.74 (Appendix- 7A, V48) with a significant t value of 3.676 and two-tailed significance of 0.000 (Appendix- 7B, V48).

xx. Executive and above level employees favoured increase in reduction in employee turnover after OT more than non-executive level employees. It is confirmed through their respective mean scores of 3.80 and 3.42 (Appendix - 9A, V48) with a significant t value of 2.855 and two-tailed significance of 0.005 (Appendix - 9B, V48).

8. Evaluation of Organisation’s Overall Performance (V49)

Employees’ rating for their organisation overall performance is measured on a five point Likert scale ranging from very poor at one to excellent at five. Mean value for the same is calculated which stands at 4.27 (Appendix – 2) indicating good performance of the organisation.

**Independent Variable:** In order to determine the influence of independent variables on the employees’ rating for company’s overall performance, t-test is applied at 5% level of significance. The following t values are found significant which is above the tabled t value of 1.96 and as a result the relevant null hypothesis is rejected.

i. TPDDL origin employees have reported higher rating to company’s overall performance as compared to the employees who were originally from erstwhile DVB. It is apparent through their respective mean values of 4.02 and 4.34 (Appendix- 7A, V49) with a significant t value of 2.364 and two-tailed significance of 0.019 (Appendix- 7B, V49).

ii. Executive and above level employees have given higher rating to company’s overall performance in comparison to non-executive level employees. It is asserted through their respective mean scores of 4.43 and 4.10 (Appendix- 9A, V49) with a significant t value of 2.973 and two-tailed significance of 0.003 (Appendix- 9B, V49).
4.2 PART – II

A brief introduction of Herzberg theory is necessitated to fully understand its relevance and impact in the light of OT. Herzberg Two-factor theory in context of the organisation cited motivating factors (achievement, recognition, possibility of growth etc.) as those playing the role of job satisfaction and hygiene factors (salary, working conditions, company policy and administration etc.) which are also termed as environmental or maintenance factors as those playing the role of no job dissatisfaction. Thus, presence of motivating factors would ultimately lead to job satisfaction but its absence will lead to no job satisfaction (Herzberg, 1959). Similarly presence of hygiene factors would ultimately lead to no job dissatisfaction but its absence will lead to job dissatisfaction. Consequently, Herzberg considered motivating and hygiene factors on two distinct dimensions which are independent of each other as shown in figure 16.

**Fig. 16: Two – Factor theory of Motivation**

*Source: Adapted from Management, by R.W. Griffin (5th ed.) 1997, (p.480).*

Here in this part of the chapter relationship between hygiene factors and motivating factors is analysed through Karl Pearson coefficient of correlation (r) after determining the impact or instrumentality of OT on hygiene factors and motivating
factors. To examine the impact of OT combined means of variables 22 to 32 for hygiene factors and 33 to 39 for motivating factors of all the 210 respondents is computed. Moreover t-test is applied to know the significance of the difference between hygiene factors and motivating factors in presence of OT.

Later on, relationship between hygiene factors and productivity is determined by calculating the combined means of variables 40 to 48 for productivity and variables 22 to 32 for hygiene factors of all the respondents separately. In addition to this Karl Pearson coefficient of correlation \( r \) and coefficient of determination \( r^2 \) is applied to determine the relationship and percentage of variation that is explained in the backdrop of OT. Similarly relationship between other variables such as motivating factors and productivity, employees’ favour for OT and productivity, employees’ favour for OT and motivating factors, employees’ favour for OT and hygiene factors and lastly employees’ favour for OT and company’s overall performance is also explored and explained in detail in the following points.

1. **Instrumentality of OT In Decreasing Job Dissatisfaction and Increasing Job Satisfaction**

So, in order to establish the instrumentality of OT in decreasing job dissatisfaction combined mean values of all the eleven hygiene factors or variables mentioned in question no. 5 for all the respondent is worked out. Similarly, combined mean values of all the seven motivating factors mentioned in question no. 6 is computed for every respondent to determine the instrumentality of OT in decreasing job dissatisfaction and increasing job satisfaction respectively. Questions were based on Likert scale ranging from none at one to very great at five. The net result of the combined mean values is shown in table no. 8 (Appendix – 10).

**Table no. 8: Instrumentality of OT in Decreasing Job Dissatisfaction and Increasing Job Satisfaction**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Factors</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>V22 – V32</td>
<td>Hygiene Factors</td>
<td>3.78</td>
</tr>
<tr>
<td>V33 – V39</td>
<td>Motivating Factors</td>
<td>3.73</td>
</tr>
</tbody>
</table>

It is apparent from the mean values of table no. 8 that impact of OT on both hygiene factors and motivating factors ranges between some to great extent. Moreover it roughly indicates that it has a greater impact on hygiene factors than motivating
factors. But, it is not crystal clear that whether the difference between the mean values is significant or not. Hence, t-test is applied (Appendix – 13). The resultant insignificant t value of 0.637 at 5% significance level which is below the tabled t value of 1.96 clearly concludes that if OT is introduced in a positive manner it has more or less equal impact on decreasing job dissatisfaction and increasing job satisfaction.

2. **Relationship Between Hygiene Factors and Motivating Factors in Presence of the OT**

To identify the existence of any relationship between hygiene factors and motivating factors Karl Pearson Coefficient of Correlation (r) is applied (Appendix – 14).

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation (r)</th>
<th>Coefficient of Determination (r²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hygiene Factors and Motivating Factors</td>
<td>0.690</td>
<td>0.476</td>
</tr>
</tbody>
</table>

The resultant value of r is equal to 0.690 which represents significant correlation exists at 1% significance level between hygiene and motivating factors. In other words employees who have cited OT is instrumental in decreasing job dissatisfaction have also cited OT is instrumental in increasing job satisfaction. Simultaneously, it is justified through coefficient of determination that 47.6% variation in hygiene factors is explained by motivating factors and vice-versa.

Thus, in presence of the OT the basic tenets of Herzberg theory of independence of job dissatisfaction and job satisfaction is not applicable, as is evident from significant correlation (r) and coefficient of determination (r²). Therefore, both are correlated and good OT decreases job dissatisfaction and increases job satisfaction.

3. **Relationship Between Hygiene Factors and Productivity in Presence of The OT**

Karl Pearson Coefficient of Correlation (r) is again administered to examine the relationship between hygiene factors and productivity (Appendix - 15).
Table no. 10: Relationship between Hygiene Factors and Productivity in presence of the OT

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation (r)</th>
<th>Coefficient of Determination (r²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hygiene Factors and Productivity</td>
<td>0.656</td>
<td>0.430</td>
</tr>
</tbody>
</table>

Thus, it could be affirmed from table no. 10 that correlation (r) is significant at 1% level between hygiene factors and productivity. Consequently, it is established that when job dissatisfaction decreases productivity increases in the backdrop of well-managed OT. In addition to this, it is also corroborated through coefficient of determination (r²) that 43% of the variation in productivity is determined by hygiene factors and vice-versa.

4. Relationship Between Motivating Factors and Productivity in Presence of the OT

To explore the possible relationship between motivating factors and productivity after OT, Karl Pearson Coefficient of Correlation (r) is computed (Appendix – 16).

Table no. 11: Relationship between Motivating Factors and Productivity in presence of the OT

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation (r)</th>
<th>Coefficient of Determination (r²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivating Factors and Productivity</td>
<td>0.643</td>
<td>0.413</td>
</tr>
</tbody>
</table>

It could be inferred from table no. 11 that correlation (r) between motivating factors and productivity is positive and significant at 1% level. This means increase in job satisfaction leads to increase in productivity in the light of OT. Moreover, it is asserted by coefficient of determination (r²) that 41.3% of variation in productivity is explained by motivating factors and vice-versa.
5. Relationship Between Employees’ Favour For OT and Hygiene Factor in Presence of the OT

To investigate the probable relationship between employees’ favour for OT and hygiene factors in presence of the OT, Karl Pearson Coefficient of Correlation (r) is computed (Appendix – 19).

Table no. 12: Relationship between Employees’ favour for OT and Hygiene Factors in presence of OT

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation (r)</th>
<th>Coefficient of Determination (r²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees’ favour for OT and Hygiene Factors</td>
<td>0.494</td>
<td>0.244</td>
</tr>
</tbody>
</table>

It could be deduced from table no. 12 that significant and positive correlation (r) exists at 1% level of significance between employees’ favour for OT and hygiene factors. To put differently, decrease in job dissatisfaction i.e., presence of hygiene factors leads to increase in employees’ favour for OT and vice-versa. Moreover, it is established by coefficient of determination (r²) that 24.4% of variation in employees’ favour for OT is explained by hygiene factors or vice-versa (Takkar & Kumar, December, 2015, p.150).

6. Relationship Between Employees’ Favour For OT and Motivating Factors In Presence of the OT

In order to examine relationship between employees’ favour for OT and motivating factors after OT, Karl Pearson Coefficient of Correlation (r) is calculated (Appendix – 18).

Table no. 13: Relationship between Employees’ favour for OT and Motivating Factors in presence of OT

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation (r)</th>
<th>Coefficient of Determination (r²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees’ favour for OT and Motivating Factors</td>
<td>0.461</td>
<td>0.212</td>
</tr>
</tbody>
</table>

It is apparent from the above table that positive and significant correlation (r) exists between employees’ favour for OT and motivating factors at 1% level. This denotes that increase in job satisfaction i.e., presence of motivating factors leads to increase in
employees’ favour for OT. Also, it is emphasized by coefficient of determination ($r^2$) that 21.2% of variation in employees’ favour for OT is explained by motivating factors and vice-versa.

7. **Relationship Between Employees’ Favour for OT and Productivity in Presence of the OT**

The extent of relationship between employees’ favour for OT and productivity is determined through Karl Pearson Coefficient of Correlation ($r$) (Appendix – 17).

**Table no. 14: Relationship between Employees’ favour for OT Transformation and Productivity in presence of the OT**

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation ($r$)</th>
<th>Coefficient of Determination ($r^2$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees’ favour for OT and Productivity</td>
<td>0.545</td>
<td>0.297</td>
</tr>
</tbody>
</table>

It is evident from table no. 14 that significant correlation ($r$) exists between employees’ favour for OT and productivity at 1% level. This implies employees who favoured OT are also in favour of enhancement in productivity in presence of the OT. Concurrently, it is emphasized by coefficient of determination ($r^2$) that 29.7% of variation in employees’ favour for OT is explained by parameters of productivity and vice-versa (Takkar & Kumar, December 2015, p.150).

8. **Relationship Between Employees’ Favour For OT and Company’s Overall Performance in Presence of the OT**

Karl Pearson Coefficient of Correlation ($r$) is ascertained to determine the relationship between employees’ favour for OT and company’s overall performance (Appendix - 20).

**Table no. 15: Relationship between Employees’ favour for OT and Company’s Overall Performance in presence of OT**

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation ($r$)</th>
<th>Coefficient of Determination ($r^2$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees’ favour for OT and Company’s overall Performance</td>
<td>0.508</td>
<td>0.258</td>
</tr>
</tbody>
</table>
Table no. 15 represents existence of significant correlation (r) between employees’ favour for OT and company’s overall performance at 1% level of significance. In other words, company’s performance and employees’ favour for OT are positively correlated in a sense that employees who have favoured OT more have also rated company’s performance better. Also, coefficient of determination (r²) signifies that 25.8% of variation in employees’ favour for OT is explained by company’s overall performance or vice-versa (Takkar & Kumar, December, 2015, p.150).

**4.3 PART – III**

After justifying the instrumentality of OT on hygiene factors and motivating factors and establishing positive correlation among hygiene factors, motivating factors and productivity (Part - II), this part aims to explore the form of relationship in which the value of the dependent variable is predicted with the change in the independent variable. This is accomplished with the application of linear regression analysis between hygiene factors and productivity also between motivating factors and productivity. This is achieved through scatter plot which is used to depict the linear regression and coefficient of determination (r²).

1. **Scatter Plot showing Linear Regression of Productivity on Hygiene Factors**

To ascertain linear regression the mean values of the variables 40 to 48 for productivity and the mean values of the variables 22 to 32 for hygiene factors of all the respondents is calculated separately and as a result linear regression and coefficient of determination (r²) is calculated and exhibited with the help of scatter plot interactive graph 1. The following least square regression equation is computed that represents the best fit line as shown in table no. 16.

<table>
<thead>
<tr>
<th>Linear regression</th>
<th>Coefficient of Determination (r²)</th>
<th>Regression equation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hygiene Factors and Productivity</td>
<td>0.43</td>
<td>PDY = 1.854 + 0.59*H.F</td>
</tr>
</tbody>
</table>
Analysis: A high coefficient of determination ($r^2$) clearly shows that 43% of variation in productivity is explained by the hygiene factors i.e., increase or decrease in job dissatisfaction. Linear regression equation of productivity on hygiene factors is also computed and a high β score of 0.59 indicates 1% change in the level of hygiene factors i.e., job dissatisfaction assumes 0.59% change in productivity. This phenomenon is also manifested by scatter plot interactive graph – 1.

2. Scatter Plot Showing Linear Regression of Productivity on Motivating Factors

In order to find out linear regression the mean values of the variables 40 to 48 for productivity and the mean values of the variables 33 to 39 for motivating factors of all the respondents is calculated separately and as a result linear regression and coefficient of determination ($r^2$) is calculated and exhibited with the help of scatter plot interactive graph – 2. The following least square regression equation is computed that represents the best fit line as shown in table no. 17.

Table no. 17: Linear Regression and Coefficient of determination ($r^2$) between Motivating factors and Productivity

<table>
<thead>
<tr>
<th>Linear regression</th>
<th>Coefficient of Determination ($r^2$)</th>
<th>Regression equation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivating Factors and Productivity</td>
<td>0.413</td>
<td>PDY = 2.052 + 0.54*M.F</td>
</tr>
</tbody>
</table>
Analysis: It could be inferred from a high value of coefficient of determination ($r^2$) of 41.3% variation in productivity is explained by the motivating factors i.e., increase or decrease in job satisfaction. Linear regression equation of productivity on motivating factors is also computed and a high β score of 0.54 indicates 1% change in the level of motivating factors i.e., job satisfaction assumes 0.54% change in productivity. This phenomenon is also manifested by scatter plot interactive graph – 2.

Thus, the study concludes that both the factors i.e., hygiene factors and motivating factors are instrumental for enhancing productivity in the organisation in the backdrop of well managed OT. This is manifested through positive correlation of 0.656 ($r$) between hygiene factors and OT linked productivity and 0.643 ($r$) between motivating factors and OT linked productivity. It ultimately rejects Herzberg motivation theory which states that only motivating factors increases job satisfaction and hence is conducive to productivity enhancement. But in the light of OT of DVB this phenomena is not applicable and therefore the motivation theory of Frederick, Herzberg is not applicable on TPDDL in the backdrop of OT.
4.4: SUMMARY OF MAJOR FINDINGS AND DISCUSSION

4.4.1 PART - I

1. Brilliant level of awareness exists among all the category of employees about OT.

2. TPDDL male employees have reported comparatively higher degree of awareness about OT of DVB into TPDDL as compared to female employees.

3. Employees who are having more than five years of experience in the present organisation are more aware of OT than employees whose experience is five years and below.

4. Employees whose annual income is above rupees five lacs per annum have shown more awareness with regard to OT than those whose annual income is rupees five lacs and below per annum.

5. Majority of employees are in favour of OT.

6. Employees who were originally from erstwhile DVB are less in favour of OT as against employees who are originally from TPDDL only.

7. Executive and above cadre employees are more in favour of OT as compared to the non-executive cadre employees.

8. All the reasons viz., presence of tripartite agreement, empowerment through training, welfare activities, quality of working environment, closing of petty issues relating to disciplinary action against employees and formulation of joint interaction forum are favoured by all the category of employees in shaping the positive attitude of employees towards OT.

9. Welfare activities and quality of working environment are amongst the most favoured reason for positive attitude of employees towards OT.

10. Closing of petty issues relating to disciplinary action against employees is amongst the least favoured reason for positive attitude of employees towards OT.

11. Presence of tripartite agreement between DVB, Government of NCT of Delhi and DVB employees indicated as one of the reasons for positive attitude towards OT.
has been favoured more by executive and above cadre employees in comparison to non-executive cadre employees.

12. Employees in the age group of 40 or less have favoured empowerment through training more as one of the most essential reason of positive attitude towards OT as compared to the employees who are above 40 years in age.

13. Employees who are professionally qualified are more in favour of empowerment through training than those who are not professionally qualified.

14. Employees who were part of erstwhile DVB are less in favour of empowerment through training quoted as one of the reason of positive attitude towards OT in comparison to those who are from TPDDL.

15. Executive and above rank staff have indicated empowerment through training is instrumental in altering attitude towards OT in contrast with non-executive rank staff.

16. Employees in the age group of 40 or less have favoured welfare activities more as one of the vital reason for positive attitude towards OT than the employees who are above 40 years in age.

17. Erstwhile DVB structure employees are less in favour of welfare activities in shaping the positive attitude for OT in contrast with the employees who are from TPDDL.

18. Welfare activities quoted as one of the reasons for positive attitude for OT is more favoured by executive and above level employees as compared to non-executive level employees.

19. Executive and above rank staff has favoured quality of working environment more in shaping positive attitude towards OT in contrast with non-executive rank staff.

20. Employees in the age group of 40 or less have favoured closing of petty issues relating to disciplinary action against employees more as one of the vital reason for positive attitude towards OT than the employees who are above 40 years in age.
21. Employees who are professionally qualified are more in favour of closing of petty issues relating to disciplinary action against employees than those who are not professionally qualified.

22. Erstwhile DVB structure employees are less in favour of closing of petty issues relating to disciplinary action against employees in influencing positive attitude towards OT as compared to employees who are from TPDDL.

23. Employees who are at the rank of executive and above favoured closing of petty issues against disciplinary action against employees as a crucial reason for altering attitude for OT more as compared to non-executive rank employees.

24. Employees in the age group of 40 or less have favoured formulation of joint interaction forum more as one of the vital reason for positive attitude towards OT than the employees who are above 40 years in age.

25. Employees who are originally from TPDDL favoured formulation of joint interaction forum more as an important reason of positive attitude towards OT in contrast to erstwhile DVB employees.

26. All the category of employees holds positive response towards OT and started working harder than before.

27. As a response towards OT employees work harder than before has been favoured more by employees who are in the age group of 40 years and below than those who are above 40 years.

28. Professionally qualified employees are more in favour of working harder than before as a response towards OT than those who do not possess any professional qualification.

29. Employees who are originally part of erstwhile DVB are less in favour of working harder than before as a response towards OT in contrast with the employees who are originally from TPDDL.

30. Employees in the age group of above 40 years are more in favour of working hard as before more i.e., no change in the attitude as a response towards OT as compared to those in the age group of 40 years and below.
31. Professionally qualified employees are less in favour of working hard as before i.e., no change in the attitude as a response towards OT in contrast with non-professionals.

32. Working hard as before i.e., no change in the attitude as a response towards OT is more favoured by employees who were part of erstwhile DVB as compared to TPDDL employees.

33. Employees having above five years of experience in the present organisation are less in favour of quits the organisation as a response towards OT as compared to those who have five years and below experience.

34. Employees of erstwhile DVB are less in favour of quits the organisation as a response towards OT as compared to TPDDL employees.

35. OT has a great impact in decreasing job dissatisfaction (hygiene factors).

36. Amongst all the hygiene factors OT has a great impact on company policy and administration and the least impact on salary.

37. Employees whose annual income is above rupees five lacs per annum are more in favour of positive impact of OT on company policy and administration as compared to employees whose income is rupees five lacs or below per annum.

38. Positive impact of OT on company policy and administration is more favoured by executive and above level employees in comparison with non-executive level employees.

39. Conducive impact of OT on supervision is more favoured by TPDDL employees as compared to employees who were part of erstwhile DVB.

40. Positive impact of OT on supervision is more favoured by executive and above level employees as compared to non-executive level employees.

41. TPDDL employees are more in favour of positive impact of OT on inter-personal relation with supervisor in contrast with erstwhile DVB employees.

42. TPDDL employees are more in favour of positive impact of OT on inter-personal relation with peers as compared to erstwhile DVB employees.
43. Positive impact of OT on salary is favoured more by employees whose annual income is above rupees five lacs per annum in contrast with those whose annual income is rupees five lacs and below per annum.

44. Executive and above cadre employees are more in favour of positive impact of OT on salary in contrast with non-executive cadre employees.

45. Positive impact of OT on job security is more favoured by professionally qualified employees than those who do not posses any professional qualification.

46. TPDDL employees are more in favour of positive impact of OT on job security in contrast with erstwhile DVB employees.

47. Positive impact of OT on personal life is more favoured by executive and above level employees as compared to non-executive level employees.

48. Positive impact of OT on working conditions is more favoured by employees whose annual income is above rupees five lacs per annum in contrast with those whose annual income is rupees five lacs and below per annum.

49. Executive and above cadre employees are more in favour of positive impact of OT on working condition in contrast with non-executive cadre employees.

50. Positive impact of OT on status is more favoured by employees in the age group of 40 years and below than those who are above 40 years in age.

51. TPDDL employees are more in favour of positive impact of OT on status as compared to employees who were part of erstwhile DVB.

52. Executive and above cadre employees are more in favour of positive impact of OT on status in contrast with non-executive cadre employees.

53. TPDDL employees are more in favour of positive impact of OT on physical environment as compared to employees who were part of erstwhile DVB.

54. Executive and above cadre employees are more in favour of positive impact of OT on physical environment in contrast with non-executive cadre employees.

55. OT has a great impact in increasing job satisfaction (motivating factors).
56. Amongst all the motivating factors OT has a great impact on responsibility and the least impact on the possibility of growth.

57. Impact of OT on achievement is more preferred by male employees than female employees.

58. Employees who are having 5 years and below years of experience in TPDDL are less in favour of impact of OT on achievement than those who have above five years of experience in their present organisation.

59. Impact of OT on advancement is more favoured by male employees than female employees.

60. Male employees are more in favour of impact of OT on recognition than female employees.

61. Employees who are professionally qualified are less in favour of impact of OT on recognition than those who have do not possess any professional qualification.

62. Employees who are having five years and below years of experience in TPDDL are less in favour of impact of OT on recognition than those who have above five years of experience in their present organisation.

63. Impact of OT on work is more favoured by male employees than female employees.

64. Male employees are more in favour of impact of OT on responsibility than female employees.

65. OT is instrumental in enhancing various parameters of productivity and hence has a great impact on productivity.

66. OT is more instrumental in enhancing reduction in transmission and distribution losses and reduction in power interruption and least instrumental in reduction in employee turnover.

67. Employees who are 40 years and below in age are more in favour of enhancement in efficiency level of employees after OT than those who are above 40 years in age.
68. Enhancement in efficiency level of employees after OT is more favoured by TPDDL origin employees than employees who were originally from erstwhile DVB.

69. Reduction in transmission and distribution losses after OT is more favoured by TPDDL origin employees than employees who were originally from erstwhile DVB.

70. Employees who are 40 years and below in age are more in favour of increase in reduction in wastage/spoilage after OT than those who are above 40 years in age.

71. Employees who are having five years and below years of experience in TPDDL are more in favour of increase in reduction in wastage/spoilage after OT than those who have above five years of experience.

72. Enhancement in reduction in wastage/spoilage after OT is more favoured by TPDDL origin employees than employees who were originally from erstwhile DVB.

73. TPDDL origin employees favoured quality improvement after OT more than employees who were originally from erstwhile DVB.

74. Executive and above level employees favoured quality improvement after OT more than non-executive level employees.

75. Employees who are 40 years and below in age are more in favour of increase in customer satisfaction after OT than those who are above 40 years in age.

76. TPDDL origin employees favoured increase in customer satisfaction after OT more than employees who were originally from erstwhile DVB.

77. Executive and above level employees favoured increase in customer satisfaction after OT more than non-executive level employees.

78. Executive and above level employees favoured increase in job satisfaction after OT more than non-executive level employees.

79. Employees who are 40 years and below in age are more in favour of reduction in absenteeism after OT than those who are above 40 years in age.
80. TPDDL origin employees favoured reduction in absenteeism after OT more than employees who were originally from erstwhile DVB.

81. Employees who are 40 years and below in age are more in favour of reduction in power interruption after OT than those who are above 40 years in age.

82. TPDDL origin employees favoured enhancement of reduction in power interruption after OT more than employees who were originally from erstwhile DVB.

83. Employees whose annual income is above five lacs per annum favoured reduction in power interruption after OT more than employees whose annual income is five lacs and below per annum.

84. Executive and above level employees favoured increase in reduction in power interruption after OT more than non-executive level employees.

85. Employees who are 40 years and below in age are more in favour of reduction in employee turnover after OT than those who are above 40 years in age.

86. TPDDL origin employees favoured reduction in employee turnover after OT more than employees who were originally from erstwhile DVB.

87. Executive and above level employees favoured increase in reduction in employee turnover after OT more than non-executive level employees.

88. All the category of employees has rated company’s overall performance as good.

89. TPDDL origin employees have reported higher rating to company’s overall performance as compared to the employees who were originally from erstwhile DVB.

90. Executive and above level employees have given higher rating to company’s overall performance in comparison to non-executive level employees.

4.4.2 PART - II

1. OT has more or less equal impact in decreasing job dissatisfaction (hygiene factors) and increasing job satisfaction (motivating factors).
2. Significant positive correlation (r) exists between hygiene factors and motivating factors.

3. It is justified through coefficient of determination ($r^2$) that 47.6% variation in hygiene factors is explained by motivating factors and vice-versa.

4. In presence of the OT the basic tenets of Herzberg two-factor theory of independence of job dissatisfaction and job satisfaction is not applicable, as is evident from significant correlation between hygiene and motivating factors.

5. Significant correlation (r) exists between hygiene factors and productivity. Consequently, it is established that when job dissatisfaction decreases productivity increases in the backdrop of well-managed OT.

6. Significant correlation (r) exists between motivating factors and productivity. Consequently, it is established that when job satisfaction increases productivity increases in the backdrop of well-managed OT.

7. Variation of 43% and 41.3% in productivity is explained by hygiene factors and motivating factors.

8. Significant correlation (r) exists between employees’ favour for OT and productivity.

9. Variation of 29.7% in employees’ favour for OT is explained by productivity.

10. Significant and positive correlation exists between employees’ favour for OT and motivating factors.

11. Coefficient of determination ($r^2$) verifies that 21.2% of variation in employees’ favour for OT is explained by motivating factors and vice-versa.

12. Significant and positive correlation (r) exists between employees’ favour for OT and hygiene factors.

13. It is established by coefficient of determination ($r^2$) that 24.4% of variation in employees’ favour for OT factors is explained by hygiene factors or vice-versa.

14. Significant positive correlation (r) exists between employees’ favour for OT and company’s overall performance.
15. Coefficient of determination ($r^2$) signifies that 25.8% of variation in employees’ favour for OT is explained by company’s overall performance or vice-versa.

**4.4.3 PART - III**

1. Presence of coefficient of determination between hygiene factors and productivity indicates 43% variation in productivity is explained by the hygiene factors i.e., increase or decrease in job dissatisfaction.

2. Linear regression equation of productivity on hygiene factors indicates 1% change in the level of hygiene factors i.e., job dissatisfaction assumes 0.59% change in productivity.

3. Presence of coefficient of determination between motivating factors and productivity indicates 41.3% variation in productivity is explained by the motivating factors i.e., increase or decrease in job satisfaction.

4. Linear regression equation of productivity on motivating factors indicates 1% change in the level of motivating factors i.e., job satisfaction assumes 0.54% change in productivity.

**4.5 LIMITATIONS OF THE STUDY**

Each study has its own limitations and the present study will not be an exception to this rule. Limited resources will put several obstacles to this study as such following may be the limitations of this study:

1. This study is based on sample survey; hence all limitations to sample survey would be applicable to the present study.

2. This study is based on employees’ perception and attitude; hence all limitations typical to attitudinal survey would be applicable to this study as well.

3. Since the present study is based on employees’ response so there is a scope for further study from point of view of consumers. Hence, a primary study can be undertaken from the point of view of consumers on the issue of their satisfaction level, their perception regarding gain or loss after transformation of DVB into TPDDL on the basis of cost-benefit analysis.