5 CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

This chapter is meant to provide conclusions on the basis of research findings which are crucial for a thorough understanding of the employees’ perception about the organisational transformation. Moreover this chapter would direct suggestions on the basis of employees’ responses and recommendation for other public utilities for successfully transforming their organisation.

The present study indicates higher level of awareness and favour for organisational transformation of DVB into TPDDL exists among all the category of employees. But employees having less than 5 years of experience, female employees and whose annual income is less than 5 lacs are comparatively less aware about OT. So, management may provide brief information about the company’s history at the time of orientation program to the newly recruited personnel to generate full awareness. Similarly erstwhile DVB employees and non-executive category of employees are less in favour for OT as is evident from the research findings. It seems that this category of employees may not have been kept in the frontline or have been feeling aloof or are still not adaptive or gelled well in the culture of the organisation. Therefore, management could employ some techniques like providing incentives to non-executive cadre employees as well as think of career building exercises for the erstwhile DVB category employees.

The reason for positive attitude of employees towards OT were asked and result shows that out of the six reasons mentioned in the questionnaire welfare activities, empowerment through training and working environment have been favoured more as compared to presence of tripartite agreement, closing of petty issues relating to disciplinary action against employees and formulation of joint interaction forum.

As a response towards OT it is concluded that employees hold positive response towards OT and therefore work harder than before has got the highest score whereas deliberately forgets to do things has been least rated by the employees. Moreover the findings suggests that employees who are professionally qualified, below 40 years of age and TPDDL origin employees have favoured work harder than before and work
hard as before i.e., no change in attitude as a response towards OT has been favoured by the employees who do not posses any professional qualification, above 40 years in age and who are originally from erstwhile DVB.

It is evident from the data analysis that OT had a great and positive impact on almost all the hygiene factors which are responsible for decreasing job dissatisfaction but relatively it had a least impact on salary. Similarly OT had a positive impact on all the motivating factors which are responsible for increasing job satisfaction.

Further the high mean score of all the productivity parameters shows that OT is instrumental in enhancing the productivity of the organisation. It is discovered that OT has a positive impact on the following productivity parameters in ascending order such as: Reduction in transmission and distribution losses; Reduction in power interruption; Customer satisfaction; Quality improvement; Efficiency level; Reduction in wastage/spoilage; Reduction in absenteeism; Job satisfaction and Reduction in employee turnover. Though erstwhile DVB employees accept that transmission and distribution losses have decreased after OT but they have favoured it less as compared to the TPDDL employees. Erstwhile DVB employees are less in consonance with the fact that wastage & spoilage have reduced after OT though research findings indicate it has occurred.

OT has been rated as best by the employees that is crystal clear from the research results.

Lastly an open ended question is asked about employees’ suggestions or response in relevance to OT. Some of the suggestions or comments made by the employees are as follows:

- “Other states have adopted franchise model since they have taken government employees on private payrolls. While in Delhi, Joint venture is introduced, this is one of the reasons for no opposition”. Thus, it is clear cut that if PPP model is introduced and the management responsibility is given to a big group then success can be assured to some extent.

- “Coffee with the manager scheme is introduced to boost the morale of good performers which facilitates informal interaction and may lead to innovation”.
• “No doubt working with Tata Group is itself a pride factor.”

• “Ethical issues are resolved in no time and a team is designated to resolve such issues”

• “Great Company to work for.”

• “An important factor contributing to the positive vibes towards the transformation has been the feeling of ownership and responsibility amongst all level of employees in the organisation. Call it sharing success by sharing pain”

• “Transformation has taken place in a planned and phased manner and continuously. Training has important influence along with other parameters. We have been provided an ethical environment and challenges that keep us going.”

• “Corruption has reduced due to tightness. Today the material i.e., electronic meter reaches at customer’s doorstep without giving bribe earlier one has to give bribe.”

• “Voice of employee is the platform where one can raise internal/HR/Administrative related issues and get on spot resolution.”

The study has established that significant and positive correlation exists between hygiene factors and motivating factors and both of them increases the productivity of the organisation in presence of well managed OT. Thus, OT is not only instrumental in increasing job satisfaction (motivating factors) and decreasing job dissatisfaction (hygiene factors) but also conducive to productivity enhancement. “This is in contrast to the two factor theory of Herzberg which says that job satisfaction and job dissatisfaction are independent of each other”. Therefore the basic tenets of Herzberg two-factor theory is not applicable on TPDDL.

The role of transforming organisation through PPP arrangement has been widely accepted and advocated by the employees of TPDDL as well as by the public at large. It is crystal clear from the employees’ favourable response towards OT and significant increase in the parameters of productivity after transformation. “The study also provides the strong basis for implementing successful change by soliciting acceptance for change through creation of confidence and trust building among employees. It also highlights the importance of managing people skills in the right direction through
suitable strategies depending upon the circumstances. In addition, it emphasizes on the need to provide autonomy and accountability through decentralization of authority for free flow of public utility services. For efficient management even the newly elected Prime Minister Narendra Modi has said “Minimum Government, Maximum Governance”. It implies right sizing of government which is about rules and regulations and strengthening governance which is all about delivery through empowerment and decentralization for the benefit of people. Thus autonomy in operations should be given to power sector with the clear-cut objective of protecting the interests of consumers from undue exploitation, corruption and delivering quality services to the public. This would further decrease the distribution losses through maximizing operational efficiency and thereby fulfilling the aim of serving the society at large with quality services” (Kumar & Takkar, 2014b, p.503).

Thus, the case study of TPDDL clearly justified it as a successfully transformed organisation. Subsequently, it has come out as a role model and motivation for other public utilities thinking of transformation. President of India Shri Pranab Mukherjee while addressing both the houses of parliament after the elections to the 16th Lok sabha has said “Lack of robust infrastructure is one of India’s major impediments. A fast-track, investment friendly and predictable PPP mechanism will be put in place” (Mukherjee, 2014). Consequently, utility companies such as Delhi Jal Board whose distribution losses had reached 40 percent indicating inefficiency in the system that has arisen due to leakage in water pipes and theft of water through illegal means should think of transformation (Economic Survey of Delhi, 2012-13). Several reasons contribute to the pitiable condition of water in Delhi which includes “lack of infrastructure and operational records; inadequate “crisis” maintenance, significant overlap in the role of policy formulation, service delivery and regulation, lack of adherence to service standards, inefficient customer interface, lack of performance orientation, inadequate service provision to the poor” (Delhi Jal Board, 2014). Consequently erratic and insufficient supply of water leads to customer dissatisfaction which necessitated need for comprehensive policy which not only focuses on capacity generation but also identify the loopholes in the current system thereby reducing the losses to the minimum and generate satisfaction among the consumers of essential services. On the other hand sewerage treatment has become a matter of concern due to growth in population and scarcity of water resources. Moreover maintenance of
sewerage has also become a matter of concern due to water logging at many places in Delhi after rainfall. This in turn greatly impacts the conditions of roads and increases the burden on the exchequer. Till now no productive work has been effectuated to address the problem of water scarcity as well as sewerage maintenance which is evident from the Comptroller and Auditor General of India (CAG) report. According to Joseph (2014) “the Comptroller and Auditor General of India has unearthed systematic fraud and neglect, showing how taxpayers' money is virtually going down the drain” (p. 1). The audit of Delhi’s drainage, desilting and flood control measures has proved that no concrete steps have been taken to remove the silt from drains. As a result news of water logging, water borne diseases and shortage of potable drinking water are becoming more common.

Therefore, a more practical and robust approach is required to address the problem of infrastructure, sewerage treatment, sewerage maintenance and water distribution which necessitates reforming the entire structure, management policies and style of working. Thus organisational transformation is the need of the hour which can provide solution to the complex problem of public utility companies.

Thus, the use of PPP has become the panacea for the public utilities seeking transformation in future and it is strongly recommended by Prime minister of India Narendra Modi in his speech delivered on 68th Independence Day on August 15, 2014. He said that “we have to create partnership with the people. We have to proceed under Public-Private-Partnership. We have to proceed along with the participation of the people” (Modi, 2014). This unambiguously enlightens the clear intention to deliver quality services efficiently and effectively to the benefit of common man. This study stresses upon the benefits provided by the PPP which enable to come over the deficiencies prevalent in most of the public utilities. This in turn allows efficiency and uninterrupted supply of basic services to the society.

In the end the study highly recommends that a successful conversion of DVB into TPDDL throws light on conversion of Delhi Jal Board on the same line.

**SCOPE FOR FUTURE WORK**

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 customers on the issue of their satisfaction level, their perception regarding gain or loss on the basis of cost-benefit analysis.

On the other front the present study has put a question mark on various organisations particularly some of the public utilities which are not able to provide satisfactory services and also became unresponsive to the growing needs of the society. Accordingly there is a room for further study in some of the unresolved areas in other utilities viz., water distribution, sewerage treatment and maintenance, drainage maintenance, rainwater harvesting; Garbage collection, treatment, dumping and railways cleanliness that includes availability of potable drinking water at platforms, world class Indian railway platforms etc.

One of the most essential and scarce resource that has been mismanaged in Delhi is water that comes under the purview of Delhi Jal Board (DJB). At present DJB is incurring water distribution losses due to leakage in pipes caused through corrosion. Moreover, the water supplied is not safe for drinking that leads to investment in reverse osmosis (RO) for commercial and personal use which in turn leads to wastage of unfiltered water that comes out through the pipe attached to the RO. In addition to this, use of outdated technology for sewerage treatment causes sludge to remain in water which causes river pollution. This in turn leads to river pollution and causes health problems.

Apart from this, there is no concrete provision for harvesting rain water that is allowed to flow into the pavements, roads, bridges leading to water logging or flooding in low lying areas. Instead of proper utilization of rain water for recharging ground water and for other purposes it is being wasted. Hence, lack of vision, robust technology and resources put obstacle to save one of the most precious resource without which life does not exist.

Thus, active interference of the government is essential which hints towards involvement and role of big organisations which are financially strong, efficient, technically superior and can come up with state of the art technology for water distribution, drainage management and sewerage treatment to solve one of the most serious problem of Delhi where public outcry is eminent in near future and may take the form of water riots.
Therefore, this study shows the way of organisational transformation to other white elephant inefficient public utilities that are sucking exchequers’ money and in return giving a very poor quality service.