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Organizational Transformation and its after effects on Employees’ Attitude: A Study on Power Distribution

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Journal Name: APJABSS – Asia Pacific Journal of Advanced Business and Social Studies  
ISSN No.: 2205-6033; ISBN (eBook): 9780994365675; Page no.: 1-12  
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Global Business Sustainability Conference  
Research Paper: Enhancing Productivity through Organisational Transformation for Long-term Business Sustainability  
Author: Dr. Sujit Kumar and Manali Takkar  
Venue: Saginaw Valley State University, Michigan, U.S.A  
Date: September 24-26, 2014  
Page no.: 158-172 |
| **CONFERENCE 2**  
1st International Conference on Advanced Business Studies and Social Sciences (ICABSS)  
Author: Dr. Sujit Kumar and Manali Takkar  
Venue: Hotel Kuta, Jelantik, Bali, Indonesia  
Date: January 28-29, 2016  
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Enhancing Productivity through Massive Organizational Change: A Research on Power Distribution Company

Dr. Sujit Kumar and Dr. ManaliTakkar

Abstract

Every business entity that seeks to remain in the business for long-term must adapt itself to deal smartly with the constant pressure of change rather than averting it. In this paper one of the revolutionary changes that took place in the power distribution sector has been discussed. A study conducted on transformation of a fully owned government entity viz., Delhi Vidyut Board [DVB] into private entity on public-private-partnership [PPP] basis, is considered to be one of the successful models today. This article endeavors to determine the possible instrumentality of such a high magnitude change i.e., organizational transformation in enhancing the overall productivity. To achieve this end, primary data has been collected by means of structured questionnaire from employees of the transformed organization i.e., Tata Power Delhi Distribution Limited [TPDDL] located at various offices of Delhi, India. After analyzing the results, the study outcome reveals that organizational transformation is instrumental in enhancing the productivity and therefore, provides the strong basis for achieving efficiency through organizational change.

Keywords: organizational transformation, productivity, public-private-partnership

Introduction

Change has been emphasized in the present scenario to such an extent that it has become the crucial element of success. Change is not only about changing technology, procedures and processes but also about changing mindset to follow the vision of a successful future. In this era of intense business competition at global level, efficient change management is sine qua non for development. The term organizational change is specified by eminent management Professor Certo [2002] who defined it as the process of modifying an existing organization to increase organizational effectiveness—that is, the extent to which an organization accomplishes its objectives. Several research studies have already been

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effectuated in the field of organizational change and development, but recently a kind of change that is episodic, discontinuous and intermittent [Weick and Quinn, 1999] has grabbed attention of most of the researchers and practitioners. Conclusively holding competitive edge over others and in view of the long-term survival, an organization goes through various phases of change some are evolutionary and other could be revolutionary. One of the revolutionary changes adopted in the power sector in capital of India, Delhi includes conversion of fully owned government entity DVB into a successful model of PPP arrangement. Here the term organizational transformation denotes the process of reengineering, redefining, refurbishing, reconversion of entire business and takes it to a position that is totally different from the earlier one. According to Burke and Litwin [1997] “Transformational change occurs as a response to the external environment and directly affects organizational mission and strategy, the organization’s leadership and culture. In turn, the transactional factors are affected – structure, systems, management practices, and climate. These transformational and transactional factors together affect motivation, which in turn affects performance. The fundamental reason behind the transformational change is that the organization’s present structure, approaches, strategies, policies, practices, products and leadership are no longer viable to save the sinking ship which results into perennial losses, customer dissatisfaction, shrinking market share, declining sales, profit etc. In such a case low magnitude change i.e., progressive or an intermediary change will not help the organization, rather it would require a combination of both low and high magnitude changes with major emphasis on creating mind share.

Brief History of Delhi Vidyut Board

The responsibility for generation and distribution of electricity was undertaken by DVB, a fully owned government entity. But unfortunately DVB had been incurring losses year after year due to power theft, high transmission and distribution losses, imbalance between billed amount and recovered amount, delinquency in income management, poor work culture on one hand while, on the other hand customers were totally dissatisfied with the management of DVB as there were long power cuts, no proper system for payment of monthly bills, apathetic attitude towards complaints which resulted into a backlog of one hundred thousand complaints. Several HR issues were also held responsible for unbundling of DVB viz., bureaucratic structure, slow-decision making process, untrained workforce, ignorance of new technology, solely seniority based promotions etc. This entire situation led to the unbundling of DVB on recommendations of state government into six separate fully functional entities [Delhi Transco Ltd.]: GENCO: One generation company known as Indraprastha Power Generation Company Limited owned by Delhi Government; TRANSCO: Transmission Company is responsible for transmission and bulk supply of power to distribution companies and is known as Delhi Transco Limited owned by Delhi Government; Three Distribution Companies hold 51 percent shares and
rest of the shares are with the holding company viz., Delhi Power Supply Company Ltd. DISCOM I: Distribution Company, Bombay Suburban Electric Supply [BSES] Yamuna Power Limited is responsible for supplying power to east Delhi. DISCOM II: BSES Rajdhani Power Limited is responsible for supplying power to central, south and west Delhi. DISCOM III: Tata Power Delhi Distribution Ltd [TPDDL] formerly North Delhi Power Ltd. is responsible for supplying power to north & north-west Delhi [Delhi Transco Ltd].

The case illustrates the dynamics of change in taking over of any government owned organization by a Public-Private-Partnership [PPP] arrangement. At the time of takeover DVB was running into huge losses and its AT&C [Average Technical and Commercial] losses had reached to whooping level of 53% [Saini, 2005]. A study is conducted on TPDDL to know the impact of transformation on the productivity of the organization. TPDDL an arm of Tata Power is a joint venture between Tata Power and the Delhi Government on PPP basis with the majority stake being held by Tata Power. It has started its operations on July 1, 2002 after the unbundling of erstwhile DVB into TPDDL under privatization arrangement for distribution of electricity to North and North-West Delhi [TPDDL, 2013].

Since the transformation of DVB took place on the basis of PPP model, therefore, it is vital to understand the meaning and nature of the term PPP. According to Department of Economic Affairs, Ministry of Finance, Govt. of India, [2010-11] “Public Private Partnership means an arrangement between a government / statutory entity and government owned entity on one hand and a private sector entity on the other, for the provision of public assets and/or public services. It is possible through investments and management undertaken by the private sector entity, for a specified period of time, where there is well defined allocation of risk between the private sector and the public entity. While the private entity receives performance linked incomes that matches with the specified and pre-determined performance standards, measurable by the public entity or its representative.

Research Issues

The transformation of a public utility company into PPP is done to address several issues. The aim is to enhance overall productivity that is determined through reduction in transmission and distribution losses, power interruption, corruption, as well as, increase in efficiency level, customer satisfaction, and job satisfaction. Moreover, job satisfaction and dissatisfaction is determined through presence of motivating and hygiene factors in the organization. Thus this study is initiated to realize the following objectives with certain hypothesis.

To examine the impact of organizational transformation on decreasing job dissatisfaction [hygiene factors].
To examine the impact of organizational transformation on increasing job satisfaction [motivating factors].

To examine the instrumentality of organizational transformation in enhancing the various parameters of productivity.

To research the applicability of motivation hygiene model of Frederick, Herzberg on TPDDL in the presence of organizational transformation.

**Hypotheses**

In the light of the proposed objectives the following hypotheses is made to be tested.

H0 [Null hypothesis] = Organizational transformation is not instrumental in decreasing job dissatisfaction [hygiene factors].

Ha [Alternative Hypothesis] = Organizational transformation is instrumental in decreasing job dissatisfaction [hygiene factors].

H0 = Organizational transformation is not instrumental in increasing job satisfaction [motivating factors].

Ha = Organizational transformation is instrumental in increasing job satisfaction [motivating factors].

H0 = Organizational transformation is not instrumental in enhancing various parameters of productivity.

Ha = Organizational transformation is instrumental in enhancing various parameters of productivity.

H0 = Motivation theory of Frederick, Herzberg is not applicable on TPDDL in the backdrop of organizational transformation.

Ha = Motivation theory of Frederick, Herzberg is applicable on TPDDL in the backdrop of organizational transformation

**Research Methodology**

The study on TPDDL is based on primary data generated by means of structured questionnaire based on a five point Likert scale. To determine the impact of organizational transformation on productivity, which is not absolute productivity but organizational transformation linked productivity with three questions consisting of 26 variables were asked on hygiene, factors, motivating factors and parameters of productivity enhancement. Simple random sampling technique is
utilized to collects data and the sample size chosen includes 210 employees of TPDDL located at various offices of Delhi, India.

**Analysis of Results**

A brief introduction of Herzberg theory of motivation is necessary to fully understand its relevance and impact in the light of organizational transformation. The theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause job dissatisfaction. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and dissatisfaction act independently of each other [Herzberg, 1959]. Herzberg cited motivating factors as those playing the role of job satisfaction and hygiene factors as those playing the role of job dissatisfaction. Thus presence of motivating factors would ultimately lead to job satisfaction but its absence will lead to job dissatisfaction. Similarly presence of hygiene factors would ultimately lead to job dissatisfaction, but its absence will lead to no job dissatisfaction. Consequently Herzberg considered motivating and hygiene factors on two distinct dimensions which are independent of each other as shown in Figure. 1.
**Figure 1: Two-Factor Theory of Motivation:** Adapted from Management [p.480], by R.W. Griffin [5th ed.] 1997, ATBS Publisher, India. Copyright 1997, Houghton Mifflin Company.

**Impact of Organizational Transformation in Decreasing Job Dissatisfaction [Hygiene Factors]**

Impact of organizational transformation on hygiene 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 lie between 3 and 4 on Likert scale. Accordingly 3 denote “some” impact of organizational transformation and 4 denotes “great” impact of organizational transformation on hygiene factors. To determine whether organizational transformation has more impact on hygiene factors independent sample t-test is applied between actual mean 3.78 and 3 which denote “some” impact at 5% level of significance. The significant t value of 16.126 unequivocally confirms a good amount of impact of organizational transformation in decreasing job dissatisfaction [hygiene factors]. This ultimately rejects H0 [Null hypothesis] and Ha [alternative hypothesis] is accepted which states that organizational transformation is instrumental in decreasing job dissatisfaction [hygiene factors].

**Impact of Organizational Transformation in Increasing Job Satisfaction [Motivating Factors]**

Similarly impact of organizational transformation on motivating factors is determined 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 lie between 3 and 4 on Likert scale. The number 3 indicates “some” impact of organizational transformation on motivating factors and 4 indicates “great” impact of organizational transformation on motivating factors. In order to determine whether organizational transformation has more impact on motivating factors, independent sample t-test is applied between actual mean 3.73 and 3 which denote “some” at 5% level of significance. The significant t value of 14.289 indisputably confirms great impact of organizational transformation in increasing job satisfaction [motivating factors]. Consequently H0 [null hypothesis] is rejected and Ha [alternative hypothesis] is accepted which affirms that organizational transformation is instrumental in increasing job satisfaction [motivating factors].
Instrumentality of Organizational Transformation on Productivity Enhancement

Again impact of organizational transformation in enhancing productivity is explored 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 hence combined mean value stood at 4.08 indicating great impact of organizational transformation in enhancing productivity of the organization. Therefore H0 [Null hypothesis] is rejected and Ha [alternative hypothesis] is accepted which establishes that organizational transformation is instrumental in enhancing productivity of the organization.

Relationship between Hygiene Factors and Motivating Factors

To identify the existence of any relationship between hygiene factors [job dissatisfaction] and motivating factors [job satisfaction] Karl Pearson Coefficient of Correlation [R] at 1 percent significance level is applied. Significant positive correlation is found at 1 percent level and coefficient of determination [R2] is also computed to know the explained variance between the variables. The resultant value is shown in table-1.

Table 1: Relationship between Hygiene Factors and Motivating Factors

<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>

Source: Primary data collected through structured questionnaire

Analysis

The resultant value of R is equal to 0.690 as shown in table-1 represents significant and positive correlation which exists between hygiene and motivating factors. In other words, employees who have cited organizational transformation is instrumental in decreasing job dissatisfaction have also cited organizational transformation is instrumental in increasing job satisfaction. Simultaneously, it is justified through coefficient of determination that 47.6 percent variation in hygiene factors is explained by motivating factors and vice-versa. Thus in presence of the organizational transformation the basic tenets of Herzberg theory of independence of job dissatisfaction and job satisfaction is not applicable, as is evident from positive and significant correlation [R] and coefficient of determination [R2] Therefore, both are correlated and good
organizational transformation decreases job dissatisfaction and increases job satisfaction.

**Relationship between Hygiene Factors and Productivity**

Relationship between hygiene factors and productivity is explored through Karl Pearson coefficient of correlation [R]. The same is depicted through scatter plot to show linear regression. Significant positive correlation is found at 1 percent level and coefficient of determination [R²] is also computed to know the explained variance between the variables. The resultant values and regression equation of hygiene factors on productivity is shown in Table 2.

**Table 2: Relationship between Hygiene Factors and Productivity**

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation [R]</th>
<th>Coefficient of Determination [R²]</th>
<th>Regression Equation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hygiene Factors</td>
<td>0.656</td>
<td>0.430</td>
<td>PDY=1.854 + 0.59*H.F</td>
</tr>
<tr>
<td>and Productivity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data collected through structured questionnaire

**Analysis**

It could be affirmed from the results [table-2] that significant positive correlation exists between hygiene factors and productivity. Consequently, it is established that as job dissatisfaction decreases productivity but increases in the backdrop of well managed organizational transformation. In addition, a high coefficient of determination [R²] clearly shows that 43 percent variation in productivity is explained by the hygiene factors i.e., increase or decrease in job dissatisfaction. Linear regression equation of hygiene factors on productivity is also computed and a high β score of 0.59 indicates 1 percent change in the level of hygiene factors i.e., job dissatisfaction assumes 0.59 percent change in productivity. This phenomenon is also manifested by scatter plot interactive graph – 1.

**Relationship between Motivating Factors and Productivity**

Relationship between motivating factors and productivity is examined through Karl Pearson coefficient of correlation [R]. The same is depicted through scatter plot to show linear regression. Significant positive correlation is found at 1 percent level and coefficient of determination [R²] is also computed to know the explained variance between the variables. The resultant values and regression equation of motivating factors on productivity is shown in Table 3.
Enhancing Productivity through Massive Organizational Change

Scatter Pot Showing Regression Equation of Hygiene Factors on Productivity

![Graph showing the relationship between PDY and HF with a regression line and R^2 value of 0.43.](image)

PDY = Productivity; HF = Hygiene Factors Interactive Graph – 1
Source: Primary data collected through structured questionnaire

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Karl Pearson Coefficient of Correlation [R]</th>
<th>Coefficient of Determination [R2]</th>
<th>Regression Equation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivating Factors and Productivity</td>
<td>0.643</td>
<td>0.414</td>
<td>PDY = 2.052 + 0.54*M.F</td>
</tr>
</tbody>
</table>

Source: Primary data collected through structured questionnaire

Analysis

It could be inferred from results [table-3] that correlation [R] between motivating factors and productivity is positive and significant at 1 percent level. This means increase in job satisfaction [motivating factors] leads to increase in productivity in the light of organizational transformation. Moreover, it is asserted by a high value of coefficient of determination [R2] of 41.4 percent variation in productivity is explained by the motivating factors i.e., increase or decrease in job satisfaction. Linear regression equation of motivating factors on productivity is also computed and a high \( \beta \) score of 0.54 indicates 1 percent
change in the level of motivating factors i.e., job satisfaction assumes 0.54 percent change in productivity. This phenomenon is also manifested by scatter plot interactive graph – 2.

**Scatter Plot Showing Regression Equation of Motivating Factors on Productivity**

PDY = Productivity; MF = Motivating Factors Interactive Graph-2
Source: Primary data collected through structured questionnaire

Thus presence of correlation [R] and linear regression among hygiene, motivating factors and productivity truly signifies that both hygiene and motivating factors leads to productivity enhancement in contrast to two factor theories of Frederick Herzberg. According to Herzberg only motivating factors increases job satisfaction which ultimately leads to enhancement in productivity of the organization. But in the light of organizational transformation of DVB this phenomena is not applicable as is evident from positive correlation [R] of 0.656 between hygiene factors and productivity and 0.643 between motivating factors and productivity. As a result Ha [alternative hypothesis] is rejected and H0 [null hypothesis] is accepted which states that motivation theory of increasing job satisfaction and decreasing job dissatisfaction also conducive to Frederick, Herzberg is not applicable on TPDDL in the backdrop of organizational transformation.

**Conclusion**

The study indicates that organizational transformation is not only instrumental in productivity enhancement. In other words it indicates that a well-managed organizational transformation of DVB increases the job satisfaction [motivating factors] level of employees on one hand and decreases the job dissatisfaction
Enhancing Productivity through Massive Organizational Change

[hygiene factors] level of employees on the other. This is in contrast to the two factor theory of Herzberg which says that job satisfaction and job dissatisfaction are independent of each other. But this study shows that well managed organizational transformation decreases job dissatisfaction on one hand and increases job satisfaction on the other i.e., in presence of organizational transformation both hygiene factors and motivating factors are not independent of each other. Consequently the study indicates that both the factors viz., hygiene factors and motivating factors increases the productivity level of the power supply of Delhi.

Policy Implication and Suggestions

The successful organizational transformation of power sector on the basis of PPP arrangement has opened up the doors for other public utility companies seeking transformation in the near future. Thus PPP model could be implemented in other areas of public services like sewage treatment that has gained importance due to degradation of water resources and growth in population. At present the gap between the water generation and water treatment is widening due to lack of infrastructure and technology to treat sludge and pollutants in the sewage water which is polluting rivers, environment and may cause hazard to the drinking water. Moreover water distribution losses in Delhi Jal Board further exacerbate the problem which has reached a whooping level of 40% of the total water supplied [Economic Survey of Delhi, 2012-13]. This situation has arisen due to leakage in pipes, theft due to inappropriate supervision and control. Consequently erratic and insufficient supply of water leads to customer dissatisfaction which necessitated for comprehensive policy which not only focuses on capacity generation but also identified the loopholes in the current system thereby reducing the losses to the minimum and generate satisfaction among the consumers of essential services.

Importance of organizational change is realized in the cleanliness drive called Swachh Barat Abhiyan initiated at the national level by Prime Minister Narendra Modi as is manifested from the statement of Ajit Singh, Cabinet Secretary who wrote “It is important to involve government and public sector officials at every level, non-government organizations, education and health institutions, rural and urban local bodies, self-help groups, youth organizations, resident and market associations as well as business and industrial chambers and associations in the cleanliness and awareness drives” [Swachh Bharat Abhiyan, 2014]. Not only India but most of the SAARC countries are experiencing gross improper utilization of human resource resulting into inefficiency, wastage of resources, consumer dissatisfaction. So, efficient organizational transformation is the need of the hour that could provide solution to the compounded problem arising in public utility services as well as reduce the burden on the exchequer that will improve the quality of life.
Acknowledgement

We would like to express our profound gratitude to the HR department of the power distribution company called Tata Power Delhi Distribution Limited and their employees for their cooperation, which was crucial for successful completion of this study. Also dedicate our deep regard to Ratan Tata Library, Delhi School of Economics for helping to explore reputed journals, books and other material of importance to our research. Finally we would like to thank Mewar University, India for the invaluable support in this research.

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Transforming Organization through Efficient HR Practices in Power Sector

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1 Department of Commerce, B.R. Ambedkar College, University of Delhi, India, 2 Mewar University, Gangar B.R., Chittorgarh, Rajasthan, India

ABSTRACT

Incorporating best human resource (HR) practices and visionary approach of top management along with securing employees’ commitment would lead to realization of successful transformation of an organization. This article entails an in-depth analysis of transformation of public utility Delhi Vidyut Board (DVB) into private ownership on public-private-partnership (PPP) basis. Here efforts are made to highlight the crucial role of HR and top management of Tata Power Delhi Distribution Ltd. (TPDDL) in accomplishing the vision of the company as the preferred provider of reliable and competitive power to people. Further, this article also reveals the actual position of power sector in which change was inescapable.

Keywords: Organizational change, Organizational transformation, Human resource management.

INTRODUCTION

Organizations confront changes more often in the present scenario of stiff competition which is surrounded by globalized economies, technological advancements, changing consumer needs etc. Change is exercised with the objective to increase effectiveness. According to Greenberg and Baron (2008) Organizational change is any planned or unplanned transformation in an organization’s structure, technology and or people (p.624). But implementing organizational change is a not so easy because standardized daily activities exert pressure and generate intense resistance to change as proposed by Hannan and Freeman (1984). But it has become the need of the hour especially in emerging economies which are continuously moving towards development. Therefore, organizations must prepare themselves to quickly adapt to the changing requirements of internal and external environment as well as develop vision to undertake planned changes. As a result, change could be either anticipatory or reactive. Here one of the most risky and reactive kind of change, that involves a series of well directed steps for implementation has been discussed. It involves the transformation in the field of power sector in Delhi of a public utility company DVB into private arrangement on PPP basis. Kindler (1979) described transformational or second order change as “a variation in kind that involves reconceptualization and discontinuity from the initial system” (p.478). This truly signifies paradigm shift that may involve shift in organizational structure, policies, people, values, norms, working procedures, perception etc. Since the transformation is effectuated on the basis of PPP model, it is essential to know the meaning of PPP. It refers to “arrangements, typically medium to long term, between the public and private sectors whereby some of the services that fall under the responsibilities of the public sector are provided by the private sector, with clear agreement on shared objectives for delivery of public infrastructure and/or public services” (World Bank Group, 2014).

This paper endeavours to highlight the role of top management and HR in implementing change in an organized and peaceful manner. Moreover it also throws light upon the major reasons responsible for transformation of a public sector utility.

METHODS

The present study utilizes the quantitative approach and is based on survey research in which primary data is gathered from 210 employees of TPDDL through structured questionnaire. In addition to this, secondary sources of information are also used. Three questions...
were asked regarding the impact of organizational transformation on hygiene factors, motivating factors and productivity parameters and the rating scale employed for analyzing the responses is five point Likert scale. Data is analyzed through application of statistical techniques such as mean, t-test, Karl Pearson coefficient of correlation and linear regression. Appropriate software i.e., SPSS and MS excel is also employed.

To minutely understand the condition that advocated such a high magnitude and revolutionary change it is imperative to briefly understand history of power sector in Delhi.

The year 1997 marked the formation of DVB under Electricity (Supply) Act 1948, vide notification no. F.11 (10)/92-LSG /PF (II) dated 24.02.1997. DVB was responsible for generation and distribution of power to the entire area of NCT of Delhi except the areas falling within the jurisdiction of NDMC and Delhi Cantonment Board (Wikipedia, 2013). But unfortunately DVB had been incurring losses year after year due to high transmission and distribution losses, power theft, imbalance between billed amount and recovered amount, delinquency in income management and poor work culture. All of this necessitated establishment of feasible and reliable reforms in the power sector which led to the setting up of Delhi Electricity Regulatory Commission in May, 1999. Delhi Electricity Act came into existence in the year 2000 to facilitate power sector reforms. Thus, on approval of state government DVB was converted into six separate fully functional entities:

- GENCO: One generation company known as Delhi Generation Company Ltd. owned by Delhi Government.
- TRANSCO: It is responsible for transmission and bulk supply of power to distribution companies and is known as Delhi Transco Ltd. owned by Delhi Government.
- Three Distribution Companies which holds 51 percent shares and rest of the shares were with the Delhi Power Company Ltd.
  i. DISCOM I: BSES Yamuna Power Ltd. is responsible for supplying power to east Delhi.
  ii. DISCOM II: BSES Rajdhani Power Ltd. is responsible for supplying power to central, south and west Delhi.
  iii. DISCOM III: Tata power Delhi Distribution Ltd. formerly North Delhi Power Ltd. is responsible for supplying power to north and north-west Delhi (Saini & Bhatnagar, 2005).

A research study is conducted on one of the distribution companies called TPDDL which is considered to be the role model for other public utilities seeking transformation in the near future. It endeavors to highlight the role of HR in managing the second order change i.e., transformational change in a bureaucratic industry. Thus, at the time of transformation a tripartite agreement was signed among North Delhi Power Ltd. (NDPL) now known as TPDDL, Government of NCT of Delhi and DVB which states that the service conditions of DVB structure employees shall remain unchanged, which served as a starting point for building trust and confidence. Moreover employees were offered voluntary retirement scheme who does not wish to continue their services in a transformed organization. On the other hand, to reduce transmission and distribution losses which reached above 50 percent in 2002 company has taken several initiatives which envisage replacement of old meters with electronic meters as well as identification of non-metered consumers that has increased the receivables. This is effectuated through computerization of all the processes with the help of built in software. Though, the pay and service conditions of DVB structure employees are governed by fifth pay commission of central government but incorporation of Human Resource Information System (HRIS) and Management Information System (MIS) used for disbursement of personal information and zonal performance to the concerned cell indirectly created a culture of achieving excellence among employees, irrespective of their fixed pay and service regulations. In order to make an employee versatile job rotation is exercised which develops confidence and skills in an individual as well as leads to job enlargement. Moreover after assessing the gap different kinds of training such as computer training, safety training, technical and quality training are being imparted in order to increase efficiency. Peer exchange programme was designed under Baltimore power utility and Columbian power utility in US and later on in other countries wherein employees are send to observe the new techniques being used in foreign countries and implement the same in their company. To promote the culture of transparency Joint Interaction forum was launched in which employees representatives and management interact to sort out any issue. Efforts are made to resolve the issues as soon as possible. Implementation of 24 hour customer care helpline called SAMPARK is a clear cut sign behind organization motive of building trust and confidence.

ROLE OF HYGIENE AND MOTIVATING FACTORS

It is apparent that employees are the main catalyst through which any change management program is executed. To manage them to the tune of management expectations maintenance factors or what are termed as hygiene factors by Frederick Herzberg and motivating factors were given due importance at the time of transformation. On the basis of the responses received through questionnaire impact of organizational
transformation on hygiene factors, motivating factors and on productivity is evaluated.

- **Impact of Organizational Transformation on Hygiene Factors**
  It is measured by calculating the mean of responses achieved and the resultant combined mean value comes out to be 3.78 on a five point Likert scale from 5 to 1 in which 5 denotes very great, 4 denotes great, 3 denotes some, 2 denotes little and 1 denotes none impact of organizational transformation on hygiene factors. Since 3.78 lies between 3 and 4 therefore t-test is applied between 3.78 and 3 to know whether organizational transformation had “great” or “some” impact on hygiene factors. The resultant significant t value of 16.126 at 5 percent level of significance unambiguously indicates great impact of organizational transformation in decreasing job dissatisfaction (hygiene factors).

- **Impact of Organizational Transformation on Motivating Factors**
  It is also measured by calculating the mean of responses achieved and the resultant combined mean value comes out to be 3.73. Since 3.73 lies between 3 and 4 therefore t-test is applied between 3.73 and 3 to know whether organizational transformation had “great” or “some” impact on motivating factors. The resultant significant t value of 14.289 at 5 percent level of significance undoubtedly indicates great impact of organizational transformation in increasing job satisfaction (motivating factors).

- **Instrumentality of Organizational Transformation on Productivity Enhancement**
  It is also measured on a five point likert scale and the combined mean value stood at 4.08 exhibiting great impact of organizational transformation in enhancing the productivity of the power supply undertaking.

- **Relationship between Hygiene factors and Motivating factors**
  Karl Pearson Coefficient of Correlation (R) at 1 percent significance level is applied to investigate existence of any relationship between hygiene factors and motivating factors. R is equal to 0.690 indicating significant positive correlation exists at 1 percent level. This infers that both hygiene factors and motivating factors are correlated and are not independent of each other. In other words when no job dissatisfaction decreases then job satisfaction also decreases and vice-versa. Coefficient of determination (R²) is also computed and the resultant value is 0.476 that shows 47.6 percent variation in hygiene factors is explained by motivating factors and vice-versa.

- **Relationship between Hygiene factors and Productivity**
  It is also determined through Karl Pearson coefficient of correlation (R) and the resultant value of (R) is equal to 0.656 indicating significant and positive correlation exists between hygiene factors and productivity at 1 percent significance level. Moreover coefficient of determination (R²) is also calculated which is equal to 0.430 meaning 43 percent of variation in productivity is explained by hygiene factors and vice-versa.

In addition to this linear regression of productivity on hygiene factors is computed and the regression is given as follows:

\[
PDY = 1.854 + 0.59\times HF
\]

Thus a high β value of 0.59 indicates 1 percent change in the level of hygiene assumes 0.59 percent change in the level of productivity. This concept is also represented through scatter plot interactive graph – 1 on page 4.

INTERACTIVE GRAPH: 1

HF=Hygiene Factors
PDY= Productivity

- **Relationship between Motivating factors and Productivity**
  Karl Pearson coefficient of correlation (R) is used to examine the relationship between motivating factors and productivity and explained variance is determined through coefficient of determination (R²). The resultant value of coefficient of correlation is 0.643 indicating existence of significant positive correlation between hygiene factors and productivity at 1 percent level. In addition to this coefficient of determination is equal to 0.414 meaning 41.4 percent of variation in productivity is explained by motivating factors and vice-versa.

Linear regression of productivity on motivating factors is also computed and the resultant equation is as follows:

\[
PDY= 2.052 + 0.54\times MF
\]

A high β score of 0.54 indicates 1 percent change in the level of motivating factors assumes 0.54 percent change in the level of productivity. This concept is also represented through scatter plot interactive graph – 2 on page 5.
INTERACTIVE GRAPH: 2

MF=Motivating Factors
PDY= Productivity

All these efforts together played a crucial role in realizing the vision of TPDDL to be the preferred provider of reliable and competitive power to people. This is evident through reduction in power interruption, transmission and distribution losses from 53% at the time of takeover to 10.78% by the end of financial year 2012-13, load shedding from 5% to 0.3% in 2012-2013 and increase in customer satisfaction rate of 88% in 2013, customer care, and overall productivity (Tata Power Delhi Distribution Ltd., 2013).

CONCLUSION

The study 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.

Thus, the case study of TPDDL clearly justified it as a successfully transformed organization. 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”. Consequently, public utility companies such as Delhi Jal Board whose distribution losses has 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). On the other hand sewage treatment has become a matter of concern as they are polluting rivers which inturn leads to water borne diseases as well as the river itself is taking the shape of a drain. Thus, efficient treatment of sewage water has become prime importance as according to Economic survey of Delhi (2012-2013) only 62.54% of the total sewage treatment capacity is being utilized. Moreover maintenance of sewage 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. Therefore, a more practical and robust approach is required to address the problem of infrastructure, sewage treatment, sewage maintenance and water distribution which necessitates reforming the entire structure, management policies and style of working. Thus government must think of bringing in PPP arrangement in these sectors of prime importance as it will reduce the burden on the exchequer as well as provide timely completion of projects. ices organizational transformation is the need of the hour which can provide solution to the complex problem of public utility companies.

REFERENCES


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Dr. Sujit Kumar
Associate Professor, Mewar University, Gangrargh Chittorgarh Rajasthan

ABSTRACT
Purpose: The present study is undertaken with a view to identify the factors responsible for shaping positive attitude of employees towards a high order change i.e., Organisational Transformation (OT) of Delhi Vidyut Board (DVB) into Tata Power Delhi Distribution Limited (TPDDL) on Public-Private-Partnership (PPP) basis. The study further explores the relationship between the extent of employees’ favourable attitude towards OT with Parameters of Job Dissatisifier; Parameters of Job Satisfier; Productivity Parameters as well as Company’s overall performance to justify the instrumentality of these factors on employees attitude in presence of Organisational Transformation.

Findings: Significant and Positive relationship exists among the employees’ favourable attitude towards OT and different factors that were introduced at the time of organisational transformation. This in turn led to enhancement in productivity as well as overall performance of the organisation.

Research Limitations: This study is based on employees’ perception towards change therefore all flaws relevant to attitudinal survey would be applicable to this study as well.

INTRODUCTION
Organisational Change is the key to unlock innovative ideas, establishing new rules, eliminating boundaries, exploring opportunities, providing better services, reducing losses and generating consumer satisfaction. Incorporating organizational change effectively requires a positive bent of mind of all the participants to change. In other words success of any change initiative depends on the change agents that communicate and lead the vision of change as well as most imp-portantly on employees’ attitude towards change that makes it a real success. Moreover it is crucial to explore the factors which are directly and indirectly responsible for eliciting positive response of employees and thereby winning over resistance to change.

Therefore, a study is conducted on Tata Power Delhi Distribution Limited (TPDDL) which has been transformed from a fully owned public entity viz., Delhi Vidyut Board on Public-Private-Partnership (PPP) basis on July 2002. According to Gerrard (2001) “Public-private partnerships (PPPs) combine the deployment of private sector capital and, sometimes, public sector capital to improve public services or the management of public sector assets. By focusing on public service outputs, they offer a more sophisticated and cost-effective approach to the management of public sector than is generally achieved by traditional input-based by the public sector procurement”. TPDDL has started its operations on July 1, 2002 after the unbundling of erstwhile Delhi Vidyut Board (DVB) into TPDDL under privatisation arrangement for distribution of electricity to North and North-West Delhi” (Tata Power Delhi Distribution Ltd., 2015a).

Several research studies have already been effectuated on TPDDL uncovering the reasons that were responsible for initiation of such a high magnitude change i.e., Trans-formational Change which advocates that change was necessary and became inevitable and thereby established it as a successful model of transformational change.

But till now no research has been undertaken to uncover the essential factors responsible for shaping positive attitude of employees towards second order change i.e., Transformational change. At this jun-ture it is essential to define Transformational Change, according to Burke and Litwin (1992) “It occurs as a response to the external envi-ronment and directly affects organisational mission and strategy, the organisation’s leadership and culture. In turn, the transactional factors are affected – structure, systems, management practices, and climate. These transformational and transactional factors together affect moti-vation, which, in turn, affects performance” (p.523).

KEYWORDS: Organisational Change, Organisational Transformation, Employees’ Attitude, Perception, Tata Power Delhi Distribution Limited.

RESEARCH OBJECTIVE
The empirical evidence on organisational change is lacking and there-
• Inter – personal relation with subordinates
• Salary
• Job security
• Personal life
• Working conditions
• Status
• Physical environment

To investigate the probable relationship between employees favour for OT and Parameters of job dissatisfier in presence of the organisational transformation, Karl Pearson Coefficient of Correlation ($r$) is computed and it is found significant at 1% level of significance as shown in table no. 1.

<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 Parameters of job dissatisfier</td>
<td>0.494</td>
<td>0.244</td>
</tr>
</tbody>
</table>

Table no. 1: Relationship between employees’ favour for OT and Parameters of Job dissatisfier or Hygiene factors in presence of OT

It could be deduced from table no. 1 that significant and positive correlation ($r$) exists between employees’ favour for OT and parameters of job dissatisfier or 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 ($r^2$) that 24.4% of variation in employees favour for OT factors is explained by parameters of job dissatisfier or vice-versa.

RELATIONSHIP BETWEEN EMPLOYEES’ FAVOUR FOR OT AND PARAMETERS OF JOB SATISFIER OR MOTIVATING FACTORS IN PRESENCE OF THE OT

The following parameters of Job satisfier or Motivating factors were taken into consideration:

• Your Achievement
• Your Advancement
• Your possibility of growth
• Your recognition
• Your work
• Your responsibility
• Your personal growth

In order to examine relationship between employees’ favour for OT and parameters of job satisfier or motivating factors in presence of organisational transformation, Karl Pearson Coefficient of Correlation ($r$) is computed and found significant at 1% level as shown in Table no. 2.

<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 Parameters of Job Satisfier</td>
<td>0.461</td>
<td>0.212</td>
</tr>
</tbody>
</table>

Table no. 2: Relationship between employees’ favour for OT and parameters of job satisfier or Motivating Factors in presence of OT

It is evident from table no. 2 that significant and positive correlation exists between employees’ favour for OT and parameters of job satisfier or motivating factors. Thus, it is conveyed that employees favour for OT is also influenced by parameters of job satisfier or the intrinsic factors responsible for job satisfaction in the light of Organisational Transformation. Simultaneously, coefficient of determination ($r^2$) verifies that 21.2% of variation in employees favour for OT is explained by parameters of job satisfier or motivating factors and vice-versa.

RELATIONSHIP BETWEEN EMPLOYEES’ FAVOUR FOR OT AND PRODUCTIVITY IN PRESENCE OF THE OT

The following parameters of Productivity were taken into consideration viz.,

• Efficiency level
• Reduction in transmission and distribution losses
• Reduction in wastage/spoilage
• Quality improvement
• Customer satisfaction
• Job satisfaction
• Reduction in absenteeism
• Reduction in power interruption
• Reduction in employee turnover

The extent of relationship between employees’ favour for OT and productivity is determined through Karl Pearson Coefficient of Correlation ($r$) as shown in table no. 12.

<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>

Table no. 3: Relationship between Employees’ favour for OT and Productivity in presence of the OT

It is evident from table no. 3 that significant correlation ($r$) exists between employees favour for OT and productivity exist at 1% level of significance. This implies employees who favoured OT are also in favour of enhancement in productivity in presence of the OT. Concur-ently, it is emphasized by coefficient of determination ($r^2$) that 29.7% of variation in employees favour for OT is explained by productivity and vice-versa.

RELATIONSHIP BETWEEN EMPLOYEES’ FAVOUR FOR OT AND COMPANY’S OVERALL PERFORMANCE IN PRESENCE OF THE OT

Karl Pearson Coefficient of Correlation ($r$) is applied to determine the relationship between employees’ favour for OT and company’s overall performance as shown in table no. 4.

<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. 4: Relationship between Employees’ favour for OT and Company’s Overall Performance in presence of OT

Table no. 4 represents existence of significant correlation ($r$) between employees’ favour for OT and company’s overall performance at 1% level. 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 ($r^2$) signifies that 25.8% of variation in employees favour for OT is explained by company’s overall performance or vice-versa.

CONCLUSION

The present study highlights the important factors i.e., parameters of job dissatisfier or hygiene factors and parameters of job satisfier or motivating factors which not only exert greater influence on winning over resistance to change but are also instrumental in generating positive attitude towards change. In addition to this, the employees’ favourable attitude leads to enhancement in productivity of the organ-isation in terms of “increased consumer satisfaction that has reached from none to 84% in 2015, reduction in average technical and com-mercial losses from 53.1% in July 2002 to 9.87% in March 2015. (TP-DL: 2015), consumer satisfaction as bill complaint resolution time has went down from 45 days in 2002 to 4 days in 2015” (Tata Power Delhi Distribution Ltd., 2015b). Hence, TPDDL could be considered as a successful role model in managing human resource successfully by utilising their talent and potential to the best their abilities which cre-ated a win-win situation for all i.e., the management, the employees as well as the consumers.
COPING WITH RESISTANCE TO CHANGE - THE GITA WAY

Manali Takkar and Dr. Sujit Kumar
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The entire world that incorporates human beings is aware of the unuttered sound of change. Change is a persistent process. When the earth was made it started changing to make nature and various living beings. Every day, everywhere various kinds of changes are taking place. As a result one must accept the change and act accordingly. One thing is for sure that all of us should be ready to accept and incorporate change. Accepting and incorporating change require changing the mindset of the individual i.e., one must get ready to incorporate the proposed change in day-to-day life.

In context of an organisation, Organisational change refers to any “significant alteration of the behavior patterns of a large number of the individuals who constitute the organisation” (Dalton 1970, p.231). Gibson, Ivancevich and Donnelly (1988) defined organisational change as “the planned attempt by management to improve the overall performance of individuals, groups and the organisation by altering structure, behaviour, and processes” (p.19). Thus these definitions not only highlights the importance of change but also emphasizes that change revolves around people and establishes that change is people centric i.e., any type of change initiative warrants the involvement and active participation of the people. Organisational members often witnesses low magnitude or sometimes high magnitude changes in terms of policies, structure, management, technology, procedure, strategic moves like mergers and acquisitions, takeover. Thus it is evident that change is present everywhere and one must learn to cope with it enthusiastically instead of resisting it.

Acceptability to change is one of the traits of an individual which is not just limited to the bodily changes but change in the mindset, not just to accept change but rather becoming the pioneer to initiate change.

Initiation of change requires acceptance to it and an individual become skeptical when confronted with the change in real life as it challenges the status quo and sometimes may pose threat to culture, beliefs, values and philosophy. Furthermore, it may involve financial pressure, time adjustments, mental peace etc. So it is apparent that a layman would avert change as the disadvantages associated with it would come to his mind before thinking of any kind of change. However developing a positive bent of mind and focusing on the benefits along with whole hearted efforts to lead change may take one to the right path of change.
Organisational change is a key to survival and development. But while accepting or initiating change one encounters many apprehensions, doubts such as:

- Why and how to Change?
- Whether we will be able to adjust in the changed scenario?
- Is our future secure?
- Will it hamper our core values?
- What are the pros and cons of the proposed change?

Organisational change draws attention of various management thinkers and philosophers who endeavour to uncover different reasons for understanding resistance towards change and thereby provide various models for managing organisational change.

It is true that resistance to change occurs as a counter-attack against its implementation. It may take the form of a serious threat for an organisation if left unnoticed and unattended. Thus it is imperative for an organisation to spot and fix it as soon as possible. It is easier to detect or spot resistance to change which is overtly visible through strikes, decreased productivity, regressive behaviour than covert resistance to change which acts as a slow poison and is manifested by loss of interest, indifference, employees’ absenteeism, turnover etc.

Hence it is essential to understand various reasons for resistance to change before employing suitable strategy to manage it. Change could be resisted by individual, group as well as by organisation. It

**Reasons for Individual Resistance to Change**

- **Loss of Job**
  If an organisation undertakes any kind of change such as structural, technological, mergers and acquisitions it is apparent that it may lead to job loss for an unsuitable employee who does not fit or could not adapt to the changed scenario.

- **Fear of the Unknown**
  Change is likely to create apprehension in the minds of employees if they are not educated well about the change programme and how it will proceed. It creates ambiguity and generates a feeling of insecurity towards future. So it increases anxiety or fears which become a reason for resisting change.

- **Maintenance of Status quo**
  It refers to the ease and comfort that an individual is enjoying in the present state of affairs. An individual, who has developed his/her own ways of working, learned how to deal with day-to-day problems and is quite comfortable with the existing structure, task, relationship, power. In
this situation any kind of change would definitely going to affect the status quo and therefore individuals strive their best towards resisting change.

- **Social Dislocation**

Individuals’ reaction to change is influenced by their sociological needs as well. Thus when organisation introduces change it may disturb the social relationship, e.g. mergers and acquisitions may lead to transfers, creation of new departments, assignment of different roles and responsibilities which inturn affect social structure of an organisation and may lead to social dislocation for an individual. Therefore people resist changes that would hamper their social relationship.

- **Incorrect Timing**

If an organisation introduces change without concerning the best time for its implementation, then all the efforts may go waste. For instance, during recession if an organisation increase the target of the sales department as a consequence of innovation of new products. Then it would be severely resisted by everyone involved in increasing sales because changes are introduced at an inappropriate time.

- **Lack of Communication**

Change should never be imposed upon human beings it should be acceptable to everyone or be made acceptable. Here comes the role of communication i.e., people should be well versed with the reasons for change, how it is going to be implemented, what are its pros and cons before actually executing it. Thus, failure to communicate well with the employees during the change process may increase employees’ anxiety and fear which will lead to resistance.

**Reasons for Group Resistance to Change**

- **Group Cohesiveness**

According to Griffin (1997) “it is the extent to which members are loyal and committed to the group; the degree of mutual attractiveness within the group” (p.578). Sometimes an individual accept change but if it is not accepted by his group members then he/she is forced to resist change in order to remain in the group.

- **Organisation Structure**

Some organisations follows bureaucratic structure where jobs are narrowly defined, lines of authority are clearly spelled out, the flow of information is stressed from top to bottom (Rao & Narayana, 1987, p. 579). In this type of structure any change would disturb its equilibrium and would not be entertained at the cost of structure. Even if an organisation does not follow a bureaucratic system it still avoid changes if it can, since any change would challenge the present state of equilibrium of an organisation and challenge its structure.
Cultural Shock
Changes often high magnitude, such as transitional and transformational often necessitates changing the mindset of individual. They demand inculcating new habits, beliefs, ideas, norms, values, ways of performing task i.e., reshaping the culture of the organisation. This gives cultural shock to everyone in the organisation and therefore has become a reason for resistance to change.

Power Maintenance
Change is not only resisted for valid reasons but even for invalid or void reasons, like maintenance of power. Change is mostly introduced for advancement, fostering new ideas and behaviour that has global advantages. It rules out traditional behaviour and approaches of accomplishing task which is a big reason for spread of terms like women empowerment, participative decision-making, human resource development, 360 degree feedback etc. Thus change poses a big threat to some people or managers who are the only decisive authorities, as it may result into distribution of power or authority on the basis of skill and targets achieved rather than on seniority and experience. Thus those attaining higher ranks and perceived to be the main sponsor of change, resist change which results into a major barrier to change.

Departmental Conflict
It is the moral responsibility of every department or team to work in harmony with other units operating in the organisation for accomplishment of organisational objective. But in reality every team or functional unit thinks about themselves rather than the whole organisation, therefore changes which are perceived as beneficial to one department may be viewed as threat to others which again poses resistance to change.

Reasons for Organisational Resistance to Change

Resource Constraints
Limited resources put a question mark on organisation’s decision to commence change. In order to implement change an organisation requires adequate financial resources. Thus, if an organisation does not have sufficient resources to execute change then it resists.

Sunk Costs
Sunk cost refers to the investment that has been made earlier and cannot be retrieved back or recovered. Sunk cost refers the huge capital that is blocked either in fixed assets such as plant and machinery, building, material etc., or intangible assets such as employees. Thus sometimes organisations could not respond to the market threat as well as changing tastes of consumers due to the fear of sunk cost and soon it lost its leadership position as well as market share.
Inter-organisational Agreement

An organisation sustain in the environment with the help of certain other organisations that may include either suppliers or major clients and some agencies that provide financial assistance etc. It is natural that organisation make several agreements or commitment with them as part of agreement policy. Therefore a change programme which is necessary for organisation but is in opposition to the desires of other organisation or agencies has to be dropped or postponed by the organisation.

To cope with resistance to change appropriate change management strategy can be employed. Various authors and academicians have suggested various coping strategies to manage organizational change. (Kotter, 1996) Dr. John Kotter professor at Harvard business school has given his eight step model of implementing change in the organisation. According to him this model will help organisations to execute change successfully without missing any important aspect. It is the best possible solution available to the organisations going through phase of major changes such as transformation. Following are the eight steps:

STEP 1 Create a sense of urgency
It denotes creating an urge or necessity for change by involving every individual in the task of organisational change. In this stage the leader or the change agent must thoroughly understand the nature of the organisational problem and identify the opportunities available outside the organisation. Thus it entails generating knowledge or awareness among employees about the importance of change and ignites the urgency for change.

STEP 2 Building Guiding Coalition
Major change initiatives cannot be managed by a single person thus this stage calls for mobilising a group of people to direct or lead the change plan.

STEP 3 Establish a Change Vision
Vision refers to the future image of the organisation i.e., it reflects the future intention of the organisation. Thus the guiding coalition must create its vision that would clear the purpose of the proposed change and helps everyone in developing strategy to implement that vision.

STEP 4 Communicate the Change Vision
Creating a vision does not entails its implementation or execution thus it has to be communicated well to all the employees. So the vision must be administered to all the functions of organisation whether it is recruitment, advertising, financing, production etc.
STEP 5  Empowering Action

It is apparent that any change is likely to be resisted since it demands great amount of commitment, alteration and risk taking ability. To be successful in implementing change the change agent or the guiding coalition must remove all the hindrances that come in its way. Those who help in bringing change should be rewarded.

STEP 6  Creating Short Term Wins

No doubt major change initiatives requires a long term effort but smart individuals lays down achievable short-term goals in addition to long term goals to keep the pace and spirit of change undying. These short – term wins are essential to ensure that the change drivers are not deviating from their vision. Moreover it will elevate the morale of employees who come forward and shown trust in the change exercise.

STEP 7  Never Letting-up

In this phase the change agent or the guiding coalition must strive towards producing as much change as possible. This calls for:

STEP 8  Incorporating Change into the Culture

A change programme will be a real success if the employees are motivated to cement the new habits and behaviour into the corporate culture i.e., it should become a permanent element of the organisation. The new behaviour which is the outcome of training, education, communication, socialisation and motivation must be firmly embedded into the culture of the organisation. The guiding coalition must make every possible effort to convert the newly learned behaviour into a regular routine for everyone.

Lewin recommended that the process of change should be administered in an organised and well planned manner. Consequently he has given his model of planned change which is composed of three steps as shown below:

![Lewin Model of Implementing Change](image)

**Fig. 8: Kurt Lewin Model of Implementing Change**

- Unfreezing:
This stage is concerned with imparting knowledge about the necessity of change. It is concerned with creating dissatisfaction with the present behaviour or attitude, processes, policies and approach as they have become antiquated and will not serve the purpose of organisation. It also involves communicating about the benefits or rewards of the new behaviour, system, processes etc. and their suitability to the current situation. In other words it involves increasing the driving forces of change and reducing the resisting forces of change.

Thus unfreezing implies eradication of old behaviour, practices and creating readiness to change by launching new behaviour, relationships, attitudes that are most appropriate to the present scenario.

**Changing**

It involves ascertaining new behaviour pattern, processes, and practices from the range of alternatives available or presented to an individual. Thus after employees are being fully persuaded and are in favour of change then organisation commence change which may consist of changing all the organisation elements i.e., individuals, task, structure, know-how or some of them. For example, if an organisation introduces new machinery then it creates the need to impart training to the employees who will be working on the new machinery. Consequently it can lead to structural as well as technological changes. Thus this phase is characterized by learning new habits, behaviour and dropping of the old traditions and attitudes of performing the task in order to move to the new state of affairs.

**Refreezing**

It is a general practice people resort to their old ways of doing things after some time. Therefore the change agent or the person responsible for introducing change must make every effort to incorporate change into the culture of the organisation. The newly learned behaviour, practices should be embedded permanently and gel smoothly with other traditions. One way to internalize change is by rewarding those employees who perform according to the newly learned behaviour or attitudes.

Change is the outcome of internal and external forces that are operating in the environment. The one thing that needs to be tackled or need a special attention is fear for change. This article attempts to utilize few verses of the Bhagvad Gita known as “the song of God” a 5000 year old epic of Hindus which explains not only the crux of all spiritual knowledge but is considered to be one of the most acknowledged tool in the field of management.

Srimad Bhagavad Gita was written at some point between 400 BCE and 200 CE and is found in the monumental, historical epic Mahbharta written by Vedvyasa. (Violatti, September, 2013). Gita the song of lord is composed of 700 sanskrit verses and is divided into 18 chapters.
“Many great thinkers such as Albert Einstein, Mahatma Gandhi and Albert Schweizer as well as Madhvacarya, Sankara and Ramanuja from bygone ages have all contemplated and deliberated upon its timeless message” (All Glory to Sri Sri Guru and Gauranga, 2015).

Here efforts are made to incorporate some of the most eye-catching and evergreen verses from Bhagvat Gita to explain the importance of accepting change and managing it successfully.

Managing Resistance to Change Through Gita

“One of the greatest philosophical and religious dialogues known to man took place just before the onset of war, a great fratricidal conflict between the hundred sons of dhrtarastra (Kaurvas) and on the opposing side their cousins pandavs” (Prabhupada, 1972). Pandavas has lost their kingdom in the gambling match which was manipulated by kaurvas and served thirteen years in exile as a punishment. After returning from exile their request for kingdom have been explicitly refused by Kaurvas that has eventually made war inevitable.

Here the dialogue between Arjuna and Lord Sri Krishna who is the guide and charioteer of Arjuna took place before the beginning of the battle and is segregated into two parts the first part lay emphasis on resistance to change and the second part is devoted to managing it through the transcendental knowledge given by Lord to his devotee Arjuna.

PART 1

1. Social Distress

“O Janardhan, although these men, their heart overtaken by greed, see no fault in killing one’s family or quarreling with friends, why should we who can see the crime in destroying a family, engage in these acts of sin?”

Here in this verse Arjuna the son of Kunti has been challenged by Duryodhana and his party to fight for kingdom or else loose his share. Being a great warrior he cannot escape to fight battle with them. Arjuna considered that the other party might be blind to the effects of such a challenge and whose evil consequences are apparently visible to Arjuna. Considering the Pros and Cons Arjuna decided not to fight.

Thus it could be very well established that Arjuna was in a shock and was considered about the ill effects of change because of his narrow vision. Since Arjuna sees only one side of the coin.
and hence was inclined towards taking a wrong decision. Similarly when organisations deal with the sudden demand for change they sometimes lack to envision the future benefits and lay more emphasis on its ill effects that are apparent in terms of disequilibrium, stress, withdrawal from routine work, anxiety, financial burden etc.

2. Avoidance of Conflict and Consequent Change

"Better for me if the sons of Dhrtarastra, weapons in hand, were to kill me unarmed and unresisting on the battlefield"

The above verse shows a sheer unacceptance for change even at the cost of one’s (Arjuna’s) life. Here Arjuna said that he is unwilling to fight with his dear ones and even if he is attacked unarmed which is against the war customs he won’t fight.

This situation can be related in real life and points out to those organisations who have partially or totally rejected the necessity and pace of change in order to maintain their core values and due to that the leading organisations of the past are failures of today. Examples may include HMT watches which use to be the dominant player in manufacturing mechanical watches and captures around 70% market during 1980s did not respond to the threat that has been coming from other competitors who started manufacturing quartz analog watches and has lost its share to other players due to poor organisational culture, ignorance of consumer tastes and preferences, slow decision-making etc. Thus other players like Titan, Swatch, Tag Heuer has kept pace with the market requirements and remain competitive.

3. Undue attachment With Status Quo and resultant resistance To Change

"I can find no mean to drive away this grief which is drying up my senses. I will not be able to dispel it even if I win a prosperous, unrivaled kingdom on earth with sovereignty like the demigods in heaven."

Although Arjuna wanted to follow the path of truth but he is skeptical in choosing between what is right and what is wrong. He was unable to accept change that he has to fight for the prevalence of truth and establishment of dharma i.e., truthfulness as he was struggling with the artificial sorrow due to family affection. This is the point that he requires the help of a spiritual master,
here Lord Sri Krishna who could guide and show the right path to fulfill his duty in a changed scenario that has put up a question mark on his duty.

Thus it could be concluded whenever a person is faced with the changing situation in life the first thing that comes to mind is the fear of unknown i.e., one is unaware of the dark future. In other words what will happen in future if i accept this change?

**PART-2**

In order to vent out the apprehensions arising in Arjunas mind Sri Krishna took the position of a spiritual master and said the following verses to Arjuna

1. **Establishing a Change Vision**

   "O son of Kunti, the non-permanent appearance of happiness and distress, and their disappearance in due course, are like the appearance and disappearance of summer and winter seasons. They arise from sense perception, O scion of Bharta, and one must learn to tolerate them without being disturbed."

   Here Arjuna who has lost his decision making power and became directionless is being reminded by Sri Krishna about proper fulfillment of virtuous duty is the prime responsibility of every creature even in the changed circumstances. In this verse Lord Krishna explains that as a woman performs her duty to cook food even in the hottest part of the summer season (May and June) and a religious person takes bath in the morning at all times of the year even though it is too cold. In the same way Arjuna is supposed to change as environment is asking arjuna to change his attitude and execute his obligation to fight and thereby develop a learning attitude towards the non-permanent appearance of happiness and distress. Since every creature in this world must perform his duty irrespective of the level of difficulty encountered therefore one must learn to tolerate them without being upset. In the same way to fight is the duty of a warrior and therefore one should not deviate from his prescribed duty, no matter whether the person is his relative or friend. Only then one is able to cherish the path of true knowledge and devotion.

   Thus successful organizations are those who fight against all the odds and make themselves flexible enough to change according to the need of the hour and therby delivering their best to the society and become learning organisations. But to achieve this end organisation should be capable to manage resistance to change which is considered a major barrier if not attended efficiently.

2. **Change is the Law of Nature**
"As a person puts on new garments, giving up old ones, the soul similarly accepts new material bodies, giving up the old ones."

This particular verse is one of the most famous verses of Gita as it signifies the law of life i.e., change. Here Lord Krishna explains the real truth which highlights the continuity of change even after death. He explains the concept of bodily changes from childhood to boyhood and then from boyhood to adulthood and then to old age. Subsequently, soul changes his body and is transferred to another body after death. Thus a soul is eternal as no one can kill it and is present in every creature along with the Supersoul Sri Krishna, so Arjuna should not mourn to kill the his dear ones in the righteous battle. As by doing so he will free them through all bodily miseries of life and they may be promoted to the higher status of life.

This particular verse explains the nature of change and therefore has its practical importance in the field of management. It provides exact grounds to organisations and their member that how one should react when confronted with the unforeseen demand for change which may sometimes involve undesirable changes viz., downsizing, lay-offs, retrenchment, closure of unprofitable units, takeover, divesture, disinvestment of government companies as well as organisational transformation which is considered to be a high magnitude change for example, conversion of government company into public-private-partnership (PPP) model etc. In the same way as per the environmental threat and opportunities one has to change accordingly as is suggested by Lord Krishna in Gita.

3. Learning detachment to the result and performing prescribed duty in the spirit of change

"You have a right to perform your prescribed duty, but you are not entitled to the fruits of action. Never consider yourself the cause of the results of your activities, and never be attached to not doing your duty."

Here Sri Krishna reminds Arjuna that he should not run away from his prescribed duty. One should always perform his duties without attaching himself or herself to the results of action.
Since engaging in the act of inaction is also termed as attachment which is considered sinful. Therefore one should not hide away from the challenges that come in life rather one must perform his best role and leave the result in the hands of almighty. Even if one fails there will be no regret as one has executed his prescribed duty and followed the auspicious path.

Thus the essence of this verse lies in the fact that one should follow the righteous path by being detaching oneself from the result. In the context of an organisation when an organisation introduces change a change model is designed with some predetermined objective one should concentrate more on work and the duty to be performed while keeping an eye on the objective so that one should not deviate from the right path. But as human being one attach themselves to the result and are more in which may lead to organisational stress as human beings are surrounded by affection, doubts, apprehensions, fear of unknown and instead of performing one’s duty, most of the people engage in the process of “inaction” in other words passive resistance. The major reason behind such resistance is that people want to attach themselves to the old tabus and customs, they want to remain in the comfortable zone and maintain the false status quo which is no longer viable and thus become the victim of various kinds of diseases such as cardiovascular diseases, depression, loss of appetite, mental imbalance, insomnia etc due to stress.

In the end it could be very well established that Bhagwad Gita- the song of Lord Sri Krishna could be utilized in this modern era to cope with resistance to change which is like a jok that has become the cause of many undesirable circumstances and a major hurdle in the course of development. By understanding the crux through the various verses of Gita one could realize the necessity of change and how one can overcome resistance to change.

References and Bibliography

ORGANIZATIONAL TRANSFORMATION AND ITS AFTER EFFECTS ON EMPLOYEES’ ATTITUDE: A STUDY ON POWER DISTRIBUTION

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Abstract
This paper seeks to analyze the impact of a high magnitude change on employees’ attitude that has occurred in the power distribution sector in Delhi, India. It also advocates the role of Public-Private-Partnership (PPP) model in transforming an ailing public-utility into a successful public-private enterprise.

The research is based on the primary study conducted on a power distribution company viz., Tata Power Delhi Distribution Limited (TPDDL) by means of a structured questionnaire that is administered to 210 employees located at various offices of TPDDL in Delhi. Simple random sampling technique is employed and the data is analyzed through the application of mean and independent sample t-test.

The study confirms that employees hold positive attitude towards organizational transformation of a public entity Delhi Vidyut Board (DVB) into TPDDL on the basis of Public-Private-Partnership (PPP). It further provides the strong basis for transforming other public utilities seeking transformation in the near future by earning employees’ commitment at every step, as well as achieving excellence by delivering quality services. This study is based on employees’ perception; hence all limitations typical to attitudinal survey would be applicable to this study as well.

The paper highlights the cooperative attitude of employees during transformation, as well as reports the positive attitude of employees after transformation. It emerges as a role model for other public-utilities whose conditions are deteriorating day-by-day due to inefficiency in the system which, in turn, creates unnecessary financial burden on the exchequer. Thus, the paper advocates the use of PPP in transforming ailing public utilities.

\textbf{Keywords:} organizational change, organizational transformation, perception, power distribution, public-private-partnership.

1. Introduction

Human resource is considered to be one of the most vital elements of an organization and possesses the potential to decide the destiny of the organization. Successful organizations adopt different strategies in order to be in the race of continued growth and development in addition to gaining employees commitment at every step. But to achieve success and adopt appropriate strategies, it is a pre-requisite that every organization must adhere to decentralization of authority, consumer friendly approach, better infrastructure, innovative thinking, trained and motivated workforce. Presence of all these factors allows organizations to remain focused and better respond to external threats and opportunities.
However, public sector enterprises providing public utility services are generally far away from practicing these approaches as most of them are cursed with unnecessary government interference, delayed decision making, bureaucratic control and the red tape process. Some of them also suffer from lack of investment, outdated technology, untrained, untapped and redundant human resource. Till now, the solution to this compounded problem of public enterprises has come out in the shape of Public-Private-Partnership (PPP) model. PPP, in simple terms, refers to a joint agreement between the government sector enterprise on one side and one or more private entity on the other side with the prime objective of providing efficient flow of services. According to Yescombe (2007) PPP may include the following key elements:

- A long-term contract between a government owned enterprise and one or more private entity on the other side;
- for the design, construction, financing and operation of public infrastructure;
- with payments over the life of the PPP contract to the private entity for the use of the facility, made either by the government or by the general public as users of the facility;
- and with the facility remaining with the government or transferred back to the government at the end of the PPP contract (p. 3).

2. Relevance of PPP model

The surge in the growth of PPP in India lies in its rewards that come across with it. Until 2013, public and private companies joined hands and have undertaken around 100 projects worth Rs. 24,726 crores across various sectors of economy viz., airports, ports, railways, power, healthcare, education, waste disposal etc (PPP projects, 2013). PPPs have gained significance as it allows tapping the potential, expertise and knowledge of both private and public sector entities which encourages innovation, timely accomplishment of tasks, critical assessment of feasibility and viability of project, risk sharing, access to better and improved services to the civilians, etc. The importance and necessity of PPP model is also recognized by Finance Minister Arun Jaitley in his budgetary speech of 2014 to 2015. He said that “the scheme for development of new airports in Tier I and Tier II will be launched for implementation through Airport Authority of India or PPPs” (Jaitley, 2014, p. 21).

But, the benefits offered by PPPs can only be secured if the whole process is well planned and allows flexibility if required. There are various reasons that make it a complex model which includes high transaction costs, larger number of parties involved in the project, long-term nature of the contract. Thus, it could be learned from the above points that greater amounts of understanding, cooperation among parties, technical availability of data and flexibility for renegotiation of the contract are the need of the hour which could lead to success of this kind of project.

The objective behind this paper is to measure the impact of transformational change on employees’ attitude occurred in the power distribution entity of Delhi viz., Delhi Vidyut Board (DVB) on the basis of PPP. At the time of transformation “DVB was in complete red, having accumulated huge losses over the years. Its AT&C (Average technical and commercial) losses had reached 53 per cent when takeover was effected” (Saini, 2005, p. 264). Therefore, on recommendation of State government on July 1, 2002, DVB was unbundled into six separate fully functional entities. Out of those six, a study is conducted on TPDDL which is considered to be one of the successful models of change and transformation.
3. Research Issues

Empirical evidence on TPDDL justifies instrumentality of organizational transformation in increasing productivity of the organization in terms of reduction in losses, power interruption, spoilage/wastage on one hand and increase in efficiency level, consumer satisfactionand job satisfaction on the other. It is evident from the report which states reduction of 80% in AT&C losses from 53% in 2002 to 9.87% in 2015, bill complaint resolution time has reduced from 45 days in 2002 to 6 days in 2015, as well as consumer satisfaction index has gone up from 0% in 2002 to 84% in 2015 (TPDDL, 2015).

Implementation of such a revolutionary change i.e., organizational transformation would not have been possible without the cooperation of employees. Subsequently, any change in program had a significant impact on the human side of the organization. Therefore, this study is undertaken to know the attitude or perception of employees towards organizational transformation. The active cooperation of human side of the organization is sine-qua-non for such an organizational transformation and that cooperation could only be achieved if human resources are educated and convinced about the necessity of such change. In the present study, conversion of fully owned government enterprise DVB into PPP model was effectuated in such a well organized manner that there were no-man days lost, no strike, no lockouts were reported. Therefore, the study is initiated to realize the following objectives.

- To study the extent of employees’ awareness about organizational transformation through PPP.
- To study the extent of employees’ favor for organizational transformation through PPP.
- To study the role of independent variables such as age, gender, qualification, experience, origin of employee (i.e., originally an employee of DVB or TPDDL), annual income and category of employee (i.e., executive or non-executive) with regard to their responsiveness towards organizational transformation through PPP through PPP.
- To examine the extent of favor for various reasons of positive attitude of employees.
- To determine the ultimate response of employees towards organizational transformation.
- To examine the instrumentality of organizational transformation in enhancing the various parameters of productivity through PPP.
- To recommend measures to streamline future organizational transformation particular to public utility companies.

4. Research Methodology

To analyze the impact of transformational change on the employees’ attitude of one of the distribution companies viz., TPDDL employees primary data is collected from various offices of TPDDL in Delhi by means of structured questionnaire based on the five point Likert scale. The Random sampling technique is employed and data is collected from 210 employees who are again segregated on the basis of independent variables viz., age, gender, qualification, and experience, origin of employee, annual income and category of employee. Out of 9 questions, consisting of 49 variables, here the results of five questions consisting of 23 dependent variables is analyzed to determine the impact of organizational transformation on employees’ attitude. Responses are analyzed through application of mean and independent sample t-test.

5. Analysis of Results

RQ1 Extent of awareness of Organizational Transformation of DVB into TPDDL

The level of awareness of organizational transformation was measured on a five point Likert scale ranging from fully unaware at one to fully aware at five. The computed mean value of all
the employees stood at 4.39 denoting a brilliant level of awareness of organizational transformation among employees.

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

i. TPDDL male employees have reported comparatively higher degree of awareness about organizational transformation of DVB into TPDDL as compared to female employees.

ii. Employees who are having more than five years of experience in the present organization are more aware of organizational transformation than employees whose experience is five years and below.

iii. Employees, whose annual income is above rupees five lacs per annum, have shown more awareness with regard to organizational transformation than those whose annual income is rupees five lacs and below per annum.

**RQ2 Extent of favour for Organizational Transformation**

Extent of favor for organizational transformation is measured on a five point Likert scale ranging from strongly disfavored at one to strongly favored at five. The mean value of all the employees is equal to 4.27 which denotes that majority of employees are in favor of organizational transformation.

**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 5% confidence level. The t values are found significant at the following places and thereby, the relevant null hypothesis is rejected.

i. Employees, who were originally the part of erstwhile DVB are less in favor, of organizational transformation as against employees who are originally from TPDDL.

ii. Executive and above cadre employees are more in favor of organizational transformation as compared to the non-executive cadre employees.

**RQ3 Extent of favor for various reasons of positive attitude of employees towards Organizational Transformation**

Extent of favor for various reasons of positive attitude of employees towards organizational transformation 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 the relative preference for various reasons of positive attitude of employees towards organizational transformation is shown through image profile 1 on page 5. It is derived from image profile - 1 that all the reasons that have been indicated substantially have a great impact in shaping the positive attitude of employees towards organizational transformation. However, welfare activities and quality of working environment are amongst the most favored reason for positive attitude of employees towards organizational transformation. Whereas, closing of petty issues relating to disciplinary action against employees is amongst the least favored reason.
IMAGE PROFILE ANALYSIS OF EXTENT OF FAVOUR FOR VARIOUS REASONS OF POSITIVE ATTITUDE OF EMPLOYEES TOWARDS ORGANIZATIONAL TRANSFORMATION

MEAN SCORE

Responses

- V10 Presence of tripartite agreement
- V11 Empowerment through training
- V12 Welfare activities
- V13 Quality of working environment
- V14 Closing of petty issues relating to disciplinary action against employees
- V15 Formulation of Joint Interaction Forum
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 at 5% confidence level. The t values are found significant at 5% level in the following places 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 organizational transformation has been favored more by executive and above cadre employees in comparison to non-executive cadre employees.

ii. Employees in the age group of 40 years or less have favored empowerment through training more as one of the most essential reason of positive attitude for organizational transformation as compared to the employees who are above 40 years in age.

iii. Employees who are professionally qualified are more in favor of empowerment through training than those who are not professionally qualified. to those who are from TPDDL.

iv. Executive and above rank staff have indicated empowerment through training is instrumental in altering attitude for organization transformation in contrast with non-executive rank staff.

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

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

vii. Employees who are at the rank of executive and above favoured closing of petty issues against disciplinary action against employees more as a crucial reason for shaping positive attitude towards organizational transformation as compared to non-executive rank employees.

RQ4 Response or attitude towards Organizational Transformation

Employees’ immediate response or attitude towards organizational transformation 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 the relative preference of response or attitude of employees towards organizational transformation is shown through the image profile 2 on page 7. It is concluded from image profile - 2 that most of the employees hold positive response towards organizational transformation and started working harder than before.
IMAGE PROFIEL ANALYSIS OF RESPONSE OF EMPLOYEES TOWARDS ORGANIZATIONAL TRANSFORMATION

V16 Work harder than before

V17 Work hard as before (No change)

V18 Becomes slow down

V19 Deliberately forgets to do things

V20 Argues with boss work less

V21 Quits the organisation
**Independent Variables**: Employees’ response towards organizational transformation is also determined on the basis of independent variables, which in turn 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. The t values are found significant at the following places, where the relevant null hypothesis is rejected.

i. As a response towards organizational transformation, employees who work harder than before have been favored more by employees who are in the age group of 40 years and below those who are above 40 years.

ii. Professionally qualified employees are more in favor of working harder than before as a response towards organizational transformation than those who do not possess any professional qualification.

iii. Employees who are originally part of erstwhile DVB are less in favor of working harder than before as a response towards organizational transformation in contrast with the employees who are originally from TPDDL.

iv. Employees in the age group of above 40 years are more in favor of working hard as before more i.e., no change in the attitude as a response towards organizational transformation as compared to those in the age group of 40 years and below.

v. Professionally qualified employees are less in favor of working hard as before i.e., no change in the attitude as a response towards organizational transformation in contrast to employees who do not possess any professional qualification.

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

vii. Employees of DVB are less in favor of quits the organization as a response towards transformation as compared to TPDDL employees.

**RQ5 Instrumentality of Organizational Transformation in enhancing Productivity Parameters**

Extent of instrumentality of organizational transformation in enhancing various parameters of productivity is ascertained on a five point Likert scale ranging from none at one to very true at five. The combined mean value stood at 4.08 which unambiguously indicate great impact of organizational transformation in enhancing productivity. The mean values of all the parameters of productivity enhancement are calculated and the relative preference of instrumentality of organizational transformation in enhancing productivity parameters is again depicted through image profile 3 on page 10. It is extrapolated image profile - 3 that organizational transformation is instrumental in enhancing all the parameters of productivity. But, amongst all, it is more instrumental in enhancing reduction in transmission and distribution losses and reduction in power interruption. In addition to this, the image also clarifies that organizational transformation has a least impact on reduction in employee turnover.

**Independent Variables**: In order to determine the impact of independent variables on the responses of different category of employees, t-test is conducted at 5% level of significance. The t
values are found significant at the following places and subsequently the relevant null hypothesis is rejected.

i. Employees who are 40 years and below in age are more in favor of enhancement in efficiency level of employees after organizational transformation than those who are above 40 years in age.

ii. Enhancement in efficiency level of employees after organizational transformation is more favored by TPDDL origin employees than employees who were originally from erstwhile DVB.

iii. Reduction in transmission of distribution losses after organizational transformation is more favored by TPDDL origin employees than employees who were originally from erstwhile DVB.

iv. Executive and above level employees favored quality improvement after organizational transformation more than non-executive level employees.

v. Employees who are 40 years and below in age are more in favor of increase in customer satisfaction after organizational transformation than those who are above 40 years in age.

vi. TPDDL origin employees’ favored increase in customer satisfaction after organizational transformation more than employees who were originally from erstwhile DVB.

vii. Executive and above level employees favored increase in customer satisfaction after organizational transformation more than non-executive level employees.

viii. Employees who are 40 years and below in age are more in favor of reduction in power interruption after organizational transformation than those who are above 40 years in age.

ix. TPDDL origin employees favored enhancement of reduction in power interruption after organizational transformation more than employees who were originally from erstwhile DVB.

x. Employees whose annual income is above rupees five lacs per annum favoured reduction in power interruption after organizational transformation more than employees whose annual income is rupees five lacs and below per annum.
IMAGE PROFILE ANALYSIS OF INSTRUMENTALITY OF ORGANIZATIONAL TRANSFORMATION IN ENHANCING PRODUCTIVITY PARAMETERS

![Graph showing mean values for productivity parameters]

- V40 Efficiency level
- V41 Reduction in transmission and distribution losses
- V42 Reduction in wastage/spoilage
- V43 Quality improvement
- V44 Customer satisfaction
- V45 Job satisfaction
- V46 Reduction in absenteeism
- V47 Reduction in power interruption
- V48 Reduction in employee turnover
Conclusion and Recommendations

The role of transforming organization 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’ favorable response towards organizational transformation and significant increase in the parameters of productivity after transformation. This article 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. For example, there is a need for transformation in the system of water distribution, sewerage maintenance and sewerage treatment services that are provided in Delhi by Delhi Jal Board (DJB) due to inefficiency in the system. It is justified through inadequate and irregular supply of water, presence of sludge in water, unbilled water connections, improper drainage system. 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 water supply & sewerage sector reform project, 2004).

Untilnow, no productive work has been effectuated to address the problem of water scarcity as well as sewerage maintenance which is evident from the Controller 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.

This paper provides the strong basis for implementing change by advocating the use of PPP model which allows access to essential services of life. Consequently, government must implement PPP, in such a manner that would deter private entities from undue public exploitation and at the same time participate in the overall development of the nation. 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.
References


