PREFACE

Business organisations are witnessing changes that may have the potential to alter the existence of the organisation. The present research highlights the importance of change by elucidating one of the revolutionary changes that has occurred in the power distribution sector in a fully government owned public utility. The purpose of this study is to analyse the after effects of such a high magnitude change i.e., transformation of Delhi Vidyut Board (DVB) into Tata Power Delhi Distribution Limited (TPDDL) on public-private-partnership (PPP) basis on the employees of the organisation. The main inspiration behind this study comes from the successful transformation of a public utility DVB into public-private-partnership arrangement as no active resistance, in the form of strike, man days lost, labour unrest etc. has been noticed at the time of transformation. It also stresses upon the benefits provided by the PPP arrangement. In addition to this, the study shows the way of organisational transformation (OT) to other white elephant inefficient public utilities that are sucking exchequers’ money and in return giving a very poor quality services.

The research problem posed for this study includes: Why employees did not resist such a high magnitude change that has altered the management policies, hierarchical structure as well as the mission of the organisation? Also, the study endeavours to find out: What is the attitude of employees after transformational change of DVB into TPDDL?

In order to answer the research problem nine objectives and eleven hypotheses have been made to be tested.

The research design utilized for the present study is survey research and quantitative approach is applied. The population selected for data collection includes all the employees of transformed organisation viz., TPDDL located at various offices in Delhi. The sampling technique employed for this purposes is simple random sampling which provides equal probability of selection to all the items in the population. The present study is based on primary data generated by means of structured questionnaire which has been administered personally to the sampled respondents and the sample size chosen includes 210 employees of TPDDL. Besides that, secondary sources of
information and other relevant details have also been used and cited at the appropriate places. The responses generated through structured questionnaire consisting of forty two dependent variables and seven independent variables (age, gender, qualification, experience in present organisation, origin of employee, annual income and category of employee) are measured on a five point Likert scale. The data so generated is tabulated, analysed and interpreted through use of appropriate statistical techniques such as mean and standard deviation, independent sample t-tests, Karl Pearson coefficient of correlation, coefficient of determination, linear regression, scatter plot and other appropriate diagrams. For this appropriate software such as SPSS, MS Excel is used.

Some of the findings of the study that advocates instrumentality of organisational transformation in increasing the overall productivity of the organisation are:

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

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

3. OT has more or less equal impact in decreasing job dissatisfaction (hygiene factors) and increasing job satisfaction (motivating factors).

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

5. Significant correlation (r) exists between motivating factors and productivity. Consequently, it is established that when job satisfaction increases productivity increases in the backdrop of well-managed OT.
6. Both executive and non-executive category of employees has rated company’s overall performance as good.

After analysing the responses it is confirmed that employees hold positive response towards organisational transformation and accepts the instrumentality of organisational transformation in increasing the overall productivity of the organisation.

Thus, looking into the overall and visible improvement in terms of increase in customer satisfaction, employee satisfaction, quality of services and reduction in losses, power interruption, employee turnover, absenteeism etc. the transformation of DVB into TPDDL on PPP basis can always be used for conversion of other public utilities. Moreover this can further reduce the burden on the exchequer.

Therefore, the present study has put a question mark on various organisations particularly some of the public utilities which are not able to provide satisfactory services and also became unresponsive to the growing needs of the society.

Accordingly there is a room for further study in some of the unresolved areas viz., Distribution of potable drinking water, sewerage treatment and maintenance, drainage maintenance, rain water harvesting; Garbage collection, treatment and dumping; Railways cleanliness etc.

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

**Keywords:** Organisational Change, Organisational Transformation, Organisation Restructuring, Public-Private-Partnership, High Magnitude Change, Revolutionary Change, Tata Power Delhi Distribution Limited, Employees Attitude.