



## Assessing Effect of Transformational Change on Employees' Perception: A Case Study of Conversion of Dvb Into Tpdld

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### 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 explore the relationship between the extent of employees' favourable attitude towards OT with Parameters of Job Dissatisfier; 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.

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

### 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 importantly 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 risk 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., Transformational 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 juncture it is essential to define Transformational Change, according to Burke and Litwin (1992) "It occurs as a response to the external environment 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 motivation, which, in turn, affects performance" (p.523).

### RESEARCH OBJECTIVE

The empirical evidence on organisational change is lacking and there-

fore an in depth analysis of the case of a utility company in India has been studied to understand the dynamics of managing a massive change i.e., transformation of a public utility company DVB into TPD-DL on PPP basis. The change has been managed in such a systematic and harmonious manner that it has taken the organisation to an entirely new phase of success as compared to the erstwhile DVB which has lend itself into a complete troubled situation.

Thus the proposed study is undertaken to realize the following objectives.

- To explore the relationship between employees' favour for OT and parameters of Job Dissatisfier or Hygiene Factors
- To explore the relationship between employees' favour for OT and parameters of Job Satisfier or Motivating Factors
- To explore the relationship between employees' favour for OT and productivity.
- To explore the relationship between employees' favour for OT and Organisation's overall performance.

### RESEARCH METHODOLOGY

It is a primary research study conducted on TPDDL and the sample size consists of 210 employees of TPDDL. Simple random sampling technique is employed to collect data with the help of structured questionnaire based on five point Likert scale consisting of 49 variables. Here the result of 5 questions consisting of 29 variables is shown. The data so generated is tabulated, computed and analysed by application of Mean, Standard deviation, Karl Pearson coefficient of correlation and Coefficient of determination etc. Software such as MS Excel and SPSS is used. Since the study justified favourable impact of organisational transformation on employees it became essential to explore relationship between the extent of employees' favour towards various factors responsible for shaping positive attitude of employees towards OT.

### ANALYSIS OF RESULTS

#### RELATIONSHIP BETWEEN EMPLOYEES' FAVOUR FOR OT AND PARAMETERS OF JOB DISSATISFIER OR HYGIENE FACTORS

The following parameters of Job dissatisfier or hygiene factor or parameters of Job dissatisfier were taken into consideration:

- Company policy and administration
- Supervision
- Inter-personal relation with supervisor
- Inter-personal relation with peers

- 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.

Relationship	Karl Pearson Coefficient of Correlation (r)	Coefficient of Determination (r <sup>2</sup> )
Employees favour for OT and Parameters of job dissatisfier	0.494	0.244

**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<sup>2</sup>) 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.

Relationship	Karl Pearson Coefficient of Correlation (r)	Coefficient of Determination (r <sup>2</sup> )
Employees favour for OT and Parameters of Job Satisfier	0.461	0.212

**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<sup>2</sup>) 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.

Relationship	Karl Pearson Coefficient of Correlation (r)	Coefficient of Determination (r <sup>2</sup> )
Employees favour for OT and Productivity	0.545	0.297

**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. Concurrently, it is emphasized by coefficient of determination (r<sup>2</sup>) that 29.7% of variation in employees favour for OT is explained by productivity and vice-versa.

**RELATIONSHIP BETWEEN EMPLOYEES’ FAVOUR FOR OT AND COMPANYS 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.

Relationship	Karl Pearson Coefficient of Correlation (r)	Coefficient of Determination (r <sup>2</sup> )
Employees favour for OT and Company’s overall Performance	0.508	0.258

**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<sup>2</sup>) 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 organisation in terms of “increased consumer satisfaction that has reached from none to 84% in 2015, reduction in average technical and commercial losses from 53.1% in July 2002 to 9.87% in March 2015. (TPDDL, 2015), consumer satisfaction as bill complaint resolution time has went down from 45 days in 2002to 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 created a win-win situation for all i.e., the management, the employees as well as the consumers.

## REFERENCES

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