

## DYNAMICS OF ORGANIZATIONAL CULTURE: A STUDY OF NTPC

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*India is known for its cultural diversity on account of a variety of factors that affect attitudes towards customers, define vertical and lateral interaction patterns between the organizations and incorporate concerns of various ethnic and pressure groups. Cultural reorientation will necessitate a paradigmatic shift in the basic assumptions governing the response pattern of organizations and their members. The focus and the direction of such a shift at individual and collective levels in Indian organizations will thus need to be identified and articulated. The Indian companies will now have to compete with multi-nationals on Indian soil and then become Indian multi-nationals to compete globally. These changes will call for developing appropriate designs of organizations with focus on structural flexibility, process orientation and a responsive work culture. Cultural change calls for receptiveness amongst the collective for new ideas, values and meanings. Against this viewpoint, present study has been carried out to study the dynamics of organization culture in National Thermal Power Project, Tanda, Uttar Pradesh (India).*

### **INTRODUCTION**

Organizational culture can play a vital role in striking a balance between concern for work and concern for people among organizations. In today's scenario, where challenges are posed from all quarters – automation, downsizing, re-engineering, repositioning, cross functional teams and empowered workers, the power of a strong but flexible and accommodating work culture has emerged as the basic premise for survival. The culture of an organization can facilitate by making the workforce more comfortable and receptive to reinvention and innovative ideas. The managers may ensure effective implementation of strategy to coping with the change and transforming it. In order to strike a balance between weightage laid over performance and that over the people of organization, what is needed is formal education and training, communication, changes in corporate infrastructure etc. Present study purports to review the dynamics of organizational culture, managing the change, and implementing the strategies for coping with change, organizational culture change, and work performance. The study is empirical in nature and based on mainly primary data collected through field survey. The study is quantitative in nature while analytical approach has been adopted to review the organizational culture in general and corporate culture of NTPC. Both primary and secondary data has been used for the purpose. For the purpose of field survey, a list of employees was procured from HR division of NTPC, Tanda and 120 executives and 135

workmen were randomly drawn from the prepared list of employees of NTPC. Out of total employees of NTPC, Tanda, U.P., 45.45 per cent employees were surveyed, however, out of total employees of NTPC, only 1.2 per cent employees were surveyed.

## **PERSPECTIVES OF ORGANIZATIONAL CULTURE**

Organizational culture is one of the major issues in academic research and education, in organization theory as well as in management practice. The cultural dimension is central in all aspects of organizational life. In most contemporary organizations, corporate culture receives a lot of attention and is seen as crucial. An organizational culture approach has a great potential in illuminating a wide spectrum of business and management themes. This approach has also made some progress in transcending disciplinary borders and has now a presence in various sub-fields. However, it is primarily the more superficial understanding of culture associated with functionalism and objectivism that is imported by the various sub-fields. Significantly, leadership of managers is typically strongly constrained by, and draws upon, the cultural and ideological contexts of the organization. New ideas and initiatives are more likely to succeed if they are broadly in line with the dominant values and understandings.. Cultures are in flux, but frequently slowly so and ongoing changes are something other than planned changes. Cultural change calls for receptiveness amongst the collective for new ideas, values and meanings. Without such openness – which may be facilitated by cultural changes in the society, business or occupation or by a growing awareness of fundamental problems in the organization – radical, intentional cultural change is very difficult (Alvesson, 2002).

Change is an all-pervasive and permanent reality. It knows no boundaries of time and space. Change is a given factor in the contemporary organizational context, and its management is critical to the success and survival of an organization. It is important to gain an understanding of the principles and nature of change, both at the individual and group levels. Change in an organization involves altering its structure, processes, the behaviour of its management and staff, its strategy, the environment, and so on (Mamkoottam, 2003). The organization's structure is perhaps one of the most common targets of change. This would cover the manner in which it is held together, the various configurations of people and the relationships between them, communication channels, job roles and skills. The relationships within an organization are extremely important because they give it internal shape and coherence. The communication processes, management processes, and learning processes are the targets of change. Kaplan and Norton (1992) suggest that an organization should attempt to set up a measurement to monitor organizational performance in four keys viz., (i) business processes; (ii) innovation and learning; (iii) finance; (iv) customer satisfaction.

Talking about the challenges of change and the need for new competencies and mindsets, Morgan (1989) had outlined different possible scenarios that could arise in the future with respect to the intensity of change. He visualized an increasingly turbulent environment. Organizations and their managers must recognize the need to develop new mindsets; skills and abilities, which will help them, cope with this flux. Morgan suggested that the increasing turbulence would necessitate the adoption of a more proactive and entrepreneurial policy within the organization. Organizations would have

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to learn to anticipate and manage emergent problems. They would also need to formulate new initiatives and give a new direction to their development. The proactive approach advocated by Morgan is essential for empowering and energizing an organization to cope with the challenges facing it (Mamkoottam, 2003).

Organizational change has to be seen in association with the character and style of management and the organization's leadership. In the recent years, the role of the leadership has assumed greater importance at all levels of an organization. Leadership has also undergone a change in character, from being formalized or hierarchical to being dynamic and people centered. Increasingly, the leadership process is becoming identified with an ability to mobilize the energies and gain the commitment of the staff, through the creation of shared values and mutual understandings. Today's manager has to view leadership as a framing and bridging process—a process that should energize the employees and focus their efforts in ways that resonate with the demands posed by the wider environment. In the modern age, knowledge, creativity, opportunity seeking, interpersonal skills, and entrepreneurial ability are becoming important. The corporate world is becoming increasingly driven by knowledge and information. Thus, a manager has to find ways of tapping the intelligence, knowledge and creative potential of each employee at every level of the organization. This requires the development of organizational processes and structures, which promote these qualities (Mamkoottam, 2003). Moreover, information technology, in the form of micro computing, robotics, electronic communication and the Internet, has transformed the nature and structure of many organizations. It has also brought about major alternations in the nature and lifecycles of the various products and services.

Globalization and the widespread application of Internet are associated with the radical changes, which have taken place recently. The widespread use of IT has accelerated the generation and transmission of information, making communication more efficient than ever before, Information technology is revolutionizing the way we communicate, work and play. Computers and the Internet are paving the way for a sweeping reorganization of business, from online procurement of inputs to greater decentralization and outsourcing. By increasing access to information, IT has made the working of markets more efficient. Globalization has further accelerated competition and innovation. It also speeds up the diffusion of new technology through trade and investment (Mamkoottam, 2003).

The most important aspect of managing change is the choice of an appropriate strategy and its implementation. According to Carnall (1995), the stakeholders must be made aware of any change in strategy. It must also be ensured that they accept the implications of the change and that they are capable of coping with it. It is important to ensure that the stakeholders understand and believe in the vision, the strategy and the plan for implementing the change. They should believe that they are capable of developing the necessary skills to cope with the change and to take full advantage of it. They must be capable of developing new attitudes and ways of working. Beer and Nonria (2000) are of the view that most traditional organizations have accepted that they must either change or die. The process of ushering in change remains one of the most difficult things to accomplish. Most initiatives in introducing new technology, restructuring, downsizing or transforming corporate culture have had a poor success rate. Many change

initiatives meet with failures that prove fatal. We must get people to recognize that changes are needed. Sumanta Ghoshal *et.al.* (2000) have observed that after almost a decade, since India took the first tentative steps to economic liberalization in 1991, most Indian managers who have survived the traumas of industry overcapacity and restructuring, the onslaught of foreign competition, and the growing sophistication of customers and technologies, will quickly agree that companies all over the country, in all kinds of businesses, are in the midst of radical change.

The concept of culture and the idea of focusing on shared, but also contested meanings as a key dimension of management and organization are vital in enterprises. People may develop more or less of intellectual and practical skills in mastery and use of such a framework. Most of us benefit heavily from theoretical support to develop our capacity to interpret cultural phenomenon and act in culturally sophisticated ways. Throughout the theoretical perspective of organizational culture, some key themes have been emphasized. Perhaps the basic one concerns the need to go beyond the level of the surface-behaviours and other external aspects and look at it as people relate to seemingly objective, accessible and practical matters. The crucial aspect of leadership is not to do things in any objectively correct sense, what matter's is how people interpret and relate to the actions. A second basic theme is the dual nature of culture on the one hand its usefulness for making complex interaction and coordination possible and on the other hand its constraining and repressive side when providing guidelines and a sense of meaning and direction. Culture, also freeze our world, prevents our imagination and reduces autonomy. Third vital theme concerns the dynamic and messy aspects of culture. Culture is anchored in tradition and frequently changes slowly, but there are many cultural manifestations and people in turbulent and multi-group situations move between them. Belongingness to a multiplicity of groups – organizations, profession, age, gender, and ethnic community – forms a basis for movement of different sets of meanings in organizations. A fourth theme concerns the multiple levels of culture. Cultural meanings emerge arc shaped, maintained and change in specific interactions between people as the cultural traditions, changes of zeitgeist, mass media impact – strongly affect cultural manifestation at the organizational level.

Meaning culture is often equated with changing culture. Culture is then frequently focused because existing ideas, beliefs, values, and meanings are viewed as problematic and need to be transformed. Perhaps most influential idea is unfortunate, as it tends to lock us into a rather odd view on changes. Lewin suggests three stages in an intentional change – project, unfreezing change and refreezing. The gradual changes in society at large of ideas on authority, motives, sex roles, management ideas, the direction of attention to and from various phenomenon, means the ongoing changing of organizations. Organizations are part of a continuously changing social world and any effort to modify cultural orientations calls for a sense of these ongoing cultural changes.

Culture thus continuously changes and many changes are broadly seen as negative for those involved. Workplace climate, job and organizational commitment, a feeling for quality and responsibility, paying careful attention to and investing efforts in reading clues from the market, may deteriorate. One important task of managers as well as of other people in organizations is to reproduce or maintain culture. Cultural maintenance then means counteraction – gradual change. Of course, in some situations ideas, values

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and meanings have drifted from what was perceived as an earlier and more positive state to such an extent that intended cultural change is needed to restore the situation. The common means for accomplishing cultural change seem to be a combination of the following ingredients:

- New recruitment and selection procedures so that people expected to be supportive of a desired culture will be hired. Sometimes, it is combined with laying off and/or replacing people perceived as not being of 'true gift'.
- New forms of socialization and training programmes to signal the desired values and beliefs.
- Performance appraisal systems in which the culturally correct ways of being and behaving are rewarded and encouraged.
- Promotion of people expressing and symbolizing the desired culture.
- Leadership, which communicates cultural values in talk, actions and material arrangements e.g. vision talk and for public corruption acts by the top manager.
- The use of organizational symbols—particular use of language (slogans, expressions, stories), actions (use of meetings in a ritual way, the visible use of managers' tune to signal what is important) and material objects (corporate architecture, logotype, dress code).

Planned organizational cultural change is generally recognized as a difficult project. Cultures are in flux, but frequently slowly so and ongoing changes are something other than planned changes. Intended, cultural changes call for creativity, insight, coherence, a combination of culture focused and more substantive material re-arrangements and considerable persistence. It also calls for luck. Much change talk and many initiatives are coupled with management fashions and hype, frequently leading to half serious efforts seldom carried through. While these way lead to success in terms of signaling the organizations progressiveness and/or ability to live up to expectations of external audiences, the outcome in terms of the good of the organizations in the long-run is often less positive.

The significance of culture in organizations and business of course, depends on what the concept refers to; on the magnitude of the concept. It is important to avoid an embracing as well as too narrow use of the term. If culture is seen as including all beliefs, ideas, values, norms, cognition and feelings characterizing a collective, then of course it is crucial. If it is viewed as having nothing to do with management control, customers, politics, law, organizational structure, technology etc. then it appears as a less significant phenomenon. Culture is best utilized to interpret the dimension of meaning and symbols shared by a collective. As such, it is more a way of understanding important aspects, a source of insights to virtually all areas of corporate life.

In order to get insightful ideas on culture, the following points are relevant:

- Culture should be treated as a network of meaning-guiding, feeling, thinking and acting rather than an external force.
- Meaning should be viewed as processed and situated and not as a fixed essence.

- Cultural interpretation should also be sensitive to variation and contradiction, the action and practice related nature of cultural manifestations, and be reluctant to treat culture as an abstract system of values, presumed to have a general impact.
- Any understanding of culture should also recognize how power operates in dominant meanings and the asymmetries of social relations work behind established cultural order.

Culture, therefore, is a construct embedded in the individual and collective paradigm of a given society. The salient features of such a construct can be stated as follows:

- It includes systems of beliefs, norms, mores and values and provides the ethical framework which constitutes the ideational system of culture;
- It includes acceptable and desirable ways of thinking, feeling and responding, corresponding to the behavioural system of culture;
- The ideational and behavioural systems have a pattern and are structured to provide regularity in responses;
- It represents collective programming of minds and a shared perception of reality, world-view and collective mindset;
- Various components/dimensions of culture are acquired and learned through the process of socialization and mechanisms of social control;
- It includes distinctive achievements of the society manifested in artifacts and folklore;
- It is transmitted from one generation to the other through the use of symbols, role models, positive reinforcements and institutional mechanisms;
- The core of culture consists of tradition, historically derived ideas and values.

Shift in the dimensions of culture will lead to the creation of a responsive work culture aimed at improving the competitiveness, responsiveness, flexibility and efficiency of organizations in an increasingly turbulent environment. In order to reinforce a responsive work culture, organizations will need to bring about appropriate changes in their design as also in the management processes. The direction of such changes will be as follows:

- Organizations of the culture will have multiple structures, loosely defined boundaries and global domain of operations and interactions based on inter-dependencies with organization partners. Careful and systematic analysis of the environment, technology and market need to be carried out on a continuing basis to determine the type of structure and the process appropriate to the nature of business.
- Strategic alliances, mergers, acquisitions and networking with diverse sets of constituents will lead to enhanced conflict of interests, priorities, methods, goals and values. Conflict will be perceived as an opportunity to continually re-define the value framework and related dimensions of relationships in the context of overall purpose and *raison d'être* of individuals and organizations.

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- Consolidation of businesses on a global scale for market penetration and competitive edge will lead to the emergence of mega corporations in different sectors. These corporations will adopt companies within company as the basic design principle to structure themselves. The evolving structure would be a network of independent and/or virtual companies located in different parts of the globe with inter-connectivity and mutual sharing of resources.
- As pressures on organizations increase to become market driven, maintaining high quality standards, downsizing of resources and continuous innovation will be the critical factors for them to gain competitive advantage. Outsourcing of business processes will become imperative to minimize overhead costs, ensure quality standards and maintain flexibility in incorporating innovations in product and services with reduced decision response time.
- Yet another trend will be the growth of various forms of entrepreneurship and intrapreneurship leading to formation of new business units smaller in scale in response to the need to maintain balance and wholeness, which will provide work with intrinsic meaning and sustain structural integrity.
- Organizations will exercise loose control over strategic and operational domain while they will have tight control over vision, values and ethical standards.
- Management practices will focus on high degree of result orientation with employees as strategic stakeholders and high ethical standards and professionalism.
- Responses of employees will be internally driven rather than externally induced. Self-direction and regulation at the level of self and team will become the norm.
- As information will be easily accessible leading to information overload, comprehension, synthesis, their conversion into knowledge and its utilization for continued improvement will assume a far greater significance. Communication of meaning will therefore become the issue of concern to leaders and managers. Know-why will become more important than know-how.
- Authority will be replaced by personal power to individually and collectively accomplish objectives by sharing of resources, information, expertise and support. Exploitative use of power characterized by domination, manipulation and control will give way to productive use of power for achieving common purposes.
- The system of performance evaluation of individuals and organizations will be multi-dimensional and multi-directional, bringing within its fold all strategic stakeholders. The system of reward will be differential and decentralized. Employees will participate in deciding on the quantum and distribution of rewards.
- Organizational culture is one of the major issues for academic research and corporate governance. The cultural dimension is central to all aspects of organizational life and its growth.

- Globalization, liberalization, privatization and marketization of Indian economy has led to growth and development of Multi National Corporations and diffusion of technology through trade and investment. However, MNCs also affected Indian companies in terms of organizational culture, human resource and organizational behaviour.
- Organizational culture plays a vital role in balancing concern for people and concern for work in the organizations.
- The New Policy Regime and business environment have posed challenges to managers of corporate houses in terms of automation, downsizing, business process re-engineering, repositioning, empowering workers etc.
- NTPC is an established organization engaged in power generation. It has total manpower of about 24,000. It has initiated policy measures for change management and promoting organizational culture through implementation of its various decisions.
- Authorities do make efforts to expand and develop the organization, improve its public image through advertising its achievements and vision of the organization.
- Authorities also authorize and delegates powers to employees to take appropriate decisions and participate in decision-making process related to organizational development and growth.
- Authorities also examine emergent problems and challenges and consult the employees for resolving them.
- Employees are involved in organizational affairs and decision-making process. Views of employees are also taken into account for growth and development of the organization as well as in corporate governance.

## **ANALYSIS OF RESEARCH FINDINGS**

Most of the respondents belong to middle age group and are males. Most of them are married while they belong to general castes. Most of the respondents are Hindus. Importantly, most of them are highly educated and one-third respondents are reported to be professional. Most of the respondents belong to nuclear families with small number of members; however, the proportion of dependent members has been reported to be high. Most of the respondents reported that their spouse is not working. The main occupation of the family has been reported to be service while they reported that their monthly family income as more than Rs. 15,000. Most of the respondents were selected through open competition. Their length of service has been reported to be long. Importantly, professionally qualified persons have longer lengths of service as compared to graduates.

There is a lot of dependency among the education level and length of service in organization. Female have longer lengths of service as compared to their male counterparts. The respondents were asked regarding the decisions taken in the organization and their dissemination among the employers. About 40 per cent



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respondents admitted that decisions taken in the organization are made known to people. However, about 45 per cent respondents did not respond. Importantly, about 70 per cent executives said that decisions taken in the organization are made known to people while more than three-fourth workers were not sure (Table 1).

**Table 1**  
**Decision Made Known by the Organization to its People**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	83 (69.17)	20 (14.81)	103 (40.39)
No	25 (20.83)	13 (9.63)	38 (14.90)
Cannot Say	12 (10.00)	102 (75.56)	114 (44.71)
Total	120	135	255

Source: Field Survey.

The respondents were asked again, regarding efforts being made to identify future problems and challenges. About 47 per cent respondents reported in this favour of this question while 37.25 per cent respondents were absent on this. The majority of the executives reported that efforts to identify future problems and challenges of the organizations are made (Table 2).

**Table 2**  
**Conscious Efforts Made to Identify Problems and Challenges**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	86 (71.67)	33 (24.44)	119 (146.67)
No	29 (24.17)	12 (8.89)	41 (16.08)
Cannot Say	5 (4.17)	90 (66.67)	95 (37.25)
Total	120	135	255

Source: Field Survey.

The respondents were further asked regarding action against the problem. About three-fourth respondents reported in this favour within slightly less than one-fourth respondents said that no action is being taken after the problem has arisen

Top priority is given to newly created problems as it is reported by about 62 per cent surveyed respondents while two-fifth executives said that newly created problems are taken into account as routine (Table 3).

**Table 3**  
**Level of Priority Given to the Newly Created Problems**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Top Priority	69 (57.50)	89 (65.83)	158 (61.96)
Routine Like Priority	51 (42.50)	46 (34.07)	97 (38.04)
Total	120	135	255

Source: Field Survey.

The respondents were asked regarding the persons who take decisions with regard to newly created problems. About half of the respondents reported that manager of the concerned department take decisions regarding newly created problems. However, most of the executives i.e. 44.17 per cent said that all the concerned people take decisions regarding the newly created problems (Table 4).

**Table 4**  
**The Level of Employees Taking Decision with Regards to Newly Created Problems**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
The boss	25 (20.83)	30 (22.22)	55 (21.57)
Managers of the concerned Departts., sections	42 (35.00)	93 (68.89)	135 (52.94)
All the concerned people	53 (44.17)	12 (8.89)	65 (25.49)
Total	120	135	255

*Source:* Field Survey.

The respondents were asked regarding decision-making process in the organization. About 47 per cent respondents reported that bosses take decisions on their own without consulting the subordinates. It was reported more pronouncing in case of workers as compared to executives. About 72 per cent executives reported that bosses take decisions after consulting the subordinates (Table 5).

**Table 5**  
**Manners in which the Bosses in the Organization Take Decisions**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
On their own without consulting the subordinates	20 (16.67)	100 (74.07)	120 (47.06)
After consulting the subordinate	86 (71.67)	25 (18.52)	111 (43.53)
Accept what subordinate decides	14 (11.67)	10 (7.41)	24 (9.41)
Total	120	135	255

*Source:* Field Survey.

The respondents were asked regarding the level of preparedness of the authorities to make necessary changes in the decisions. About 46 per cent respondents reported that authorities are always prepared to make necessary changes in the decisions. It was reported high in case of workers as compared to executives. However, about half of the executives revealed that it is only sometimes authorities are prepared to make necessary changes in the decisions (Table 6).

**Table 6**  
**Decision Made Known by the Organization to its People**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Always	26 (21.67)	92 (68.15)	118 (46.27)
Sometimes	60 (50.00)	20 (14.81)	80 (31.37)
Seldom	14 (11.67)	16 (11.85)	30 (11.76)
Never	20 (16.67)	7 (5.19)	27 (10.59)
Total	120	135	255

*Source:* Field Survey.

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The rationale of such changes in the decisions is based on convincing arguments (34.10 per cent) and pressure from above (39.21 per cent). About 56 per cent of workers reported that decisions are changed due to pressure from above while about three-fourth executives revealed that decisions are changed on the basis of rational and convincing arguments. The respondents were asked regarding acceptance of mistakes. Overall, the respondents reported that authorities accept their mistakes usually or sometimes. However, about half of the executives admitted that usually their authorities accept their mistakes. The factors responsible for accepting the mistakes are examined to understand the dynamics of decision-making process. The main factors are rational and convincing arguments (43.14 per cent) and pressure from above level of authority (35.29 per cent). Thus, there is clash of view perceptions between executive class and working class regarding the factors responsible for accepting mistakes by the authority.

About two-fifth respondents admitted that decisions taken in the organizations are made known to people while most of the executives said that decisions taken in the organization are made known to people. Again, about half of the respondents said that efforts are being made in the organization to identify problems and challenges. The respondents were asked regarding the keeping of authority. About 40 per cent respondents reported that authorities in the organization want to keep the authority only up to them. It was found more pronouncing in case of executives (60.0 per cent) while about 80 per cent workers negated the question.

However about 66 per cent respondents reported that authorities are interested to delegate some authority. It was reported high in case of executives while 44.44 per cent workers were of the view that authorities do not want to delegate authority. However, delegation of powers or authority has been reported to be for some times (44.94 per cent) and usually (21.89 per cent). Against this viewpoint, executives accepted that delegation of authority has taken place sometimes (38.80 per cent) and always (26.59 per cent). Thus, frequency of delegation of authority varies from executive class to workers.

The respondents were asked whether authorities in the organization also delegate powers while delegating duties. About 72.16 per cent respondents reported that in their organization authorities delegate powers while delegating duties. It was reported high in case of executives as compared to workers. However, the frequency of such delegation has been reported to be sometimes (46.19 per cent) while majority of the executives admitted that authorities give some powers while delegating duties always and usually.

The level of delegation of powers to the subordinates is given in Table 7.

**Table 7**  
**The Level of Delegation of Powers to the Subordinates**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Full Power	34 (28.83)	45 (33.33)	79 (30.98)
Some Power	86 (71.67)	90 (66.67)	176 (69.02)
Total	120	135	255

Source: Field Survey.

Most of the respondents reported that some powers are delegated to subordinates. Full power delegation has been reported to be low 28.33 per cent in case of executives and 33.33 per cent in case of workers. Again, more than half of the respondents said that delegation of powers is done in favour of favourites only. It was found more pronouncing in case of executives (66.33 per cent). Again, about 46.27 per cent respondents said that the powers are delegated to persons who really deserve it. It was recorded high in case of workers (54.81 per cent). Thus, it is clear from the analysis that favour is given while delegation of powers by the authorities. There is no significant difference among executive and workers on the basis of delegated authority. In this regard, favourites have a major share of pie (Table 8).

**Table 8**  
**Persons to Whom Authority is Delegated**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
To their favourites	76 (63.33)	61 (45.19)	137 (53.73)
To the persons who are really deserving	44 (36.67)	74 (54.81)	118 (46.27)
Total	120	135	255

*Source:* Field Survey.

The respondents were asked regarding their satisfaction with regard to current state of affairs. About 70 per cent respondents were found satisfied with current state of affairs while satisfaction level was reported high in case of executives About 55 per cent respondents were found fully satisfied while 44.13 per cent respondents were partially satisfied with the current affairs of organization. The level of full satisfaction regarding current affairs of organization was reported high in case of workers. The respondents were asked regarding introduction of new changes in the areas in which they are dissatisfied. More than 70 per cent respondents said that efforts are made to introduce changes in the areas in which they are dissatisfied. However, about 30 per cent respondents were found to be against the view. About 70 per cent respondents admitted that the authorities make efforts to expand and develop the organization. It was reported more pronouncing in case of executives while 36.30 per cent workers were of the view that such efforts are not being made (Table 9).

**Table 9**  
**Incidence of Making Efforts to Expand and Develop the Organization of Authorities**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	90 (75.00)	86 (63.70)	176 (69.02)
No	30 (25.00)	49 (36.30)	79 (30.98)
Total	120	135	255

*Source:* Field Survey.

The respondents were further asked about the frequency of such efforts. About two-fifth respondents reported that usually such efforts are being made. However, most of the executives (63.33 per cent) said that such efforts are always made. The respondents were asked regarding efforts to improve the public image. About 83 per cent respondents

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said that authorities do make efforts to improve the public image. It was reported high in case of workers as compared to executives (Table 10).

**Table 10**  
**Incidence of Authorities Making Any Efforts to Improve the Public Image of the Organization**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	96 (80.00)	115 (85.19)	211 (82.75)
No	24 (20.00)	20 (14.81)	44 (17.25)
Total	120	135	255

Source: Field Survey.

The respondents were further asked about the frequency of making such efforts. About 60 per cent respondents reported that such efforts are usually made while three-fourth workers were found in favour of the view. Again, 36.46 per cent executives reported that such efforts are being always made. The kinds of efforts to improve the public image are shown in Table 11.

**Table 11**  
**Kind of Efforts Being Made**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
By advertising of achievements of organization	28 (29.17)	61 (53.04)	89 (42.18)
Vision	39 (40.63)	16 (13.91)	55 (26.07)
Plan of organization	5 (5.21)	8 (6.96)	13 (6.16)
All of above	24 (25.00)	30 (26.09)	54 (25.59)
Total	96	115	211

Source: Field Survey.

Advertising the achievements of the organization and highlighting the vision of organization are the main kinds of efforts being made to improve the public image of the organization. More than half of the workers admitted that through advertising the achievements of the organization; the public image of organization is being improved. The respondents were asked regarding social responsibility of the corporate. It is to be noted that most of the corporate have either established a separate wing or registered a Trust for performing social development projects or they provide funds to local NGO's, voluntary organizations for performing social duties. The NTPC is not behind. About three-fourth respondents accepted that authorities make efforts to serve the people living in the area in which the organization is located. It was found more pronouncing in case of workers as compared to executives. In such efforts, free medical checkup, medical treatment, helping to local people for capacity building or income generating, etc. are included

The respondents were asked regarding differentiation between good and bad employees. About 82 per cent respondents said that authorities do differentiate between good (committed, sincere and hardworking) and bad i.e. non-productive employees. Such difference is being made on special occasion and public functions. About 90 per cent workers said that on special occasions, such differentiation is done. The respondents

were further asked regarding identification of shirkers and deviants. More than 64 per cent respondents reported that authorities do identify shirkers and deviants in the organization. It was reported high in case of executives since 71 per cent executives were of the view that authorities do this .Such persons are meted out with different kind of treatment. In such treatment, warnings are given, suspension is done, efficiency bar is stopped, adverse entries are made, promotion is not given, and even disciplinary action is taken against them. The first popular treatment is disciplinary action is taken against them. The first popular treatment is disciplinary actions to punish them properly. After that the other priorities are suspension, efficiency bar stoppage, warnings, adverse entries in CR. Promotion not being awarded is the last option The first priority in the minds of authorities is attainment of organizational goals. Secondly, priority is attainment of organizational goals and fulfillment of employee needs. Third is attainment of organizational goals fulfillment of employment needs and provision of services to the community. So, we can say that the ultimate concern for an organization is employee satisfaction with attainment of goals.

The main priorities are attainment of organizational goal and fulfillment of employee needs as well as attainment of organizational goals, fulfillment of employee needs and provision of services to the community. For the fulfillment of the employee’s needs, meetings and organization of training programmes are done. Thus, capacity building of employees for improving efficiency, productivity and performance is being ensured by the authorities of the organization (Table 12).

**Table 12**  
**Types of Programmes Organized for Fulfillment of Employee Needs**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Meeting	88 (73.33)	35 (25.93)	123 (48.24)
Training	32 (26.67)	100 (74.07)	132 (51.76)
Total	120	135	255

Source: Field Survey.

The respondents were asked regarding involvement of people in organizational affairs. About 63.14 per cent respondents said that authorities do make efforts to involve the people in organizational affairs. However, about 37 per cent respondents were against the view (Table 13).

**Table 13**  
**Efforts Made to Involve the People in Organizational Affairs**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	75 (62.50)	86 (63.70)	161 (63.14)
No	45 (37.50)	49 (36.30)	94 (36.86)
Total	120	135	255

Source: Field Survey.

About, 39.22 per cent responsibilities said that strict enforcement of rules and regulations is ensured on part of the authorities while one-third respondents were of

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the view that enforcement of rules and regulations with liberal interpretation has been ensured by the authorities of the organization. About 63 per cent respondents admitted that discretion is given to authorities while taking decisions in different matters. Thus, it is clear from the data that the authorities enjoy decretory power in different matters .The authorities also authorize the employees to take spot decisions. It was reported by less than 50 per cent of the respondents while almost all the executives were of the view that employees are empowered to take decisions on the spot .The mode of authorization is known in Table 14. About 48 per cent respondents are of the view that oral authorization is given to employees for taking instant decisions while it was found more pronouncing in case of executives (68.89 per cent).

**Table 14**  
**Mode of Authorization**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Oral	62 (68.33)	40 (29.63)	122 (47.84)
Written	38 (31.67)	95 (70.37)	133 (52.16)
Total	120	135	255

Source: Field Survey.

Again, two-fifth respondents accepted that written authorization is given to employees for taking decisions. The extent of such authorization is shown in Table 15. About 40 per cent respondent were of the view that employees are authorized to take decision without consulting the boss with the condition that matter will be brought to the notice of the boss at the earliest available opportunity. This was reported high in case of workers as compared to executives. Again, 44.17 per cent executives accepted that decisions may be taken by employees on the spot only with the prior permission of boss.

**Table 15**  
**The Extent of Such Authorization**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Decisions can be taken without consulting the boss with the condition that the matter will be brought to the notice of the boss at the earliest available opportunity	42 (35.00)	59 (43.70)	101 (39.61)
Decisions can be taken on the spot without consulting the boss and relevant information may be passed in due course of time	25 (20.83)	30 (22.22)	55 (21.57)
Decisions can be taken on the spot with the prior permission of the boss	53 (44.17)	46 (34.07)	99 (38.82)
Total	120	135	255

Source: Field Survey.

The respondents were asked whether employees interact to their bosses regarding decision-making. More than 65 per cent of the respondents accepted that they interact with their bosses for decision-making. All the executives accepted that employees interact with their bosses regarding decision-making (Table 16).

**Table 16**  
**Incidence of Employees in this Organization Interacting with their Bosses**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	120 (100.00)	46 (34.07)	166 (65.10)
No	—	89 (65.93)	89 (34.90)
Total	120	135	255

Source: Field Survey.

About 46 per cent respondents admitted that employees might interact with any boss including the top boss. About 87 per cent workers accepted it while half of the executives were of the view that the employees may interact with the next higher-level boss. Thus, it is clear from the survey data that employees enjoy liberty to interact with their superiors regarding consultation of different matters and decision-making related to it. Such type of interaction is possible and most of the employees reported that they always interact with their bosses for such type of need (Table 17).

**Table 17**  
**Level of Interaction**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Immediate boss	20 (16.67)	6 (13.04)	26 (15.66)
Next higher level boss	63 (52.50)	—	63 (37.95)
Any boss including top boss	37 (30.83)	40 (86.96)	77 (46.38)
Total	120	135	255

Source: Field Survey.

An overwhelming majority of the respondents accepted that employees in the organization might meet their bosses. This was found more pronouncing in case of executives. The interaction of employees with their bosses is shown in Table 6.66. More than half of the respondents admitted that employees might visit any boss including top boss. Again, about two-fifth workers accepted those employees might visit to their immediate bosses. About 62 per cent respondents were of the view that employees may interact with their bosses some times while it was found more pronouncing in case of executives. About 70 per cent executives admitted that employees may interact to their bosses always. The respondents were asked regarding expression of views to their bosses. About 62 per cent respondents admitted their employees may freely express their views to their bosses. Again, employees may freely express both their negative and positive views. However, more than half of the worker employees may freely express only their positive views About half of the respondents said that employees may express their views with immediate boss while one-fifth respondents were of the view that employees may express their views to their bosses including top bosses . The respondents were asked whether bosses also visit their subordinates. Most of the respondents reported that their bosses do not visit their subordinates. However, 40 per cent executives admitted that their bosses visit their subordinates (Table 18).



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**Table 18**  
**Incidence of Bosses in the Organization Visiting their Subordinates**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	48 (40.00)	33 (24.44)	81 (31.76)
No	72 (60.00)	102 (75.56)	174 (68.24)
Total	120	46	166

Source: Field Survey.

The respondents said that their immediate bosses visit their subordinates (62.96 per cent) while other bosses including top level boss also visit their subordinates for informal interactions. Further, more than half of the respondents said that bosses interact with their subordinates always while rest of the respondents was of the view that their bosses visit their subordinates usually or sometimes. The decision-making process is based on data-base pertaining to relevant information and value orientation. Importantly, information base may facilitate decision-makers to take best-suited alternative decisions.

The respondents were asked regarding efforts being made to develop second line of management. About 63 per cent respondents said that deliberate efforts are made to develop second line of management. It was reported high in case of workers as against executives. The respondents were asked regarding preparation of plans for achieving immediate objectives. About 66 per cent respondents were of the view that authorities prepare plans relevant for achieving immediate objectives pertaining to organization. About 70 per cent of the surveyed respondents also accepted that authorities of the organization have perspective plan for development, business and growth of organization. It was reported high in case of workers as compared to executives.

There are several criteria for consideration of promotion of employees. The important criteria were reported to be academic conduct, good conduct, duration of services, political and administrative influences, leadership position in trade unions etc. The respondents were further asked whether organization promotes employees out of turn. Most of the respondents were of the view that employees are not promoted out of turn. However, about 37 per cent respondents admitted that organization promote employee out of turn (Table 19).

**Table 19**  
**Bases Generally Adopted for Promotion in the Organization**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Academic conduct	112 (93.33)	131 (97.04)	243 (95.29)
Duration of services in a cadre	115 (95.58)	126 (93.33)	241 (94.51)
Leadership position in trade unions/employees organization	100 (83.33)	135 (100.00)	235 (92.16)
Good conducts	119 (99.17)	98 (72.59)	217 (85.10)
Political and administration influences	96 (80.00)	120 (88.89)	216 (84.71)
Liaison in favour of organization	75 (62.50)	90 (66.67)	165 (64.71)
Personal service of the boss	96 (80.00)	86 (63.70)	182 (71.37)
Total	120	135	255

Source: Field Survey.

Factor analysis shows that political and administrative influence is a major criterion for a desired promotion. The next few factors according to them as bases in promotion are duration of service, academic conduct, good conducts, personal service of boss, liaison in favour of organization and last but not least the leadership. The respondents were asked regarding differential rates of payment. Most of the respondents were found against this view point while 29.17 per cent executives accepted that differential rates of payment exist in the organization. The organization is not actively engaged in promoting social justice, however, more than two-fifth executives are positively in favour that the organization promotes social justice.

More than 52 per cent respondents admitted that organization makes efforts to promote inter and intra departmental collaboration for improving organizational efficiency and effectiveness. This was found more pronouncing in case of executives. The organization also makes efforts to intervene in the personal disputes of employees to resolve their conflicts. 64 per cent respondents accepted it while 36 per cent respondents were against this view-point. The respondents were asked whether organization overlooks the clash of interest between people. Only 40 per cent respondents gave their view in favour of this statement while most of the respondents were against this viewpoint In order to improve the organizational efficiency, effectiveness and productivity, organization also makes efforts to collaborate with other organizations Such collaborations are mostly in the interest of organization (Table 20).

**Table 20**  
**The Way in Which Collaborative Efforts are Generally Perceived**

		<i>Executives</i>	<i>Workers</i>	<i>Total</i>
People within organization	In the interest of organization	102(85.00)	91(67.41)	193(75.69)
	Against the interest of organization	18(15.00)	44(32.59)	62(24.31)
	Total	120	135	255
People out side the organization	In the interest of organization	94(78.33)	95(70.37)	189(74.12)
	Against the interest of organization	26(21.67)	40(29.63)	66(25.88)
	Total	120	135	255

*Source:* Field Survey.

Organization generally appreciates good work done by its employees. It was reported high in case of workers (73.33 per cent) as against executives (61.67 per cent). The respondents were asked regarding confrontation with the problematic and challenging situations. Most of the respondents admitted that the authorities are confronting with problematic and challenging situations

The main problems and challenges are related to demand of power, grid's restriction, cost of fuel and water availability etc. Such type of confrontation is taken up immediately after the arisen problem and without loosing time. The respondents were asked whether the authorities have a mental set of postponing action on various issues and problems. It was negated by more than 70 per cent of the respondents while about 30 per cent

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respondents were of the view that authorities have the mental set of postponing the action on various issues and problems. It is surprising to know that the organization generally trusts its officers and employees. However, about 36 per cent respondents negated this view point. The organization generally considers its employees and officers to be worthy. It was reported high in case of executives. However, about two-fifth workers were of the view that organization does not consider its employees and officers to be worthy (Table 21).

**Table 21**  
**Organization Generally Considers its Employees and Officers Worthy**

	<i>Executives</i>	<i>Workers</i>	<i>Total</i>
Yes	84 (70.00)	78 (57.78)	162 (63.53)
No	36 (30.00)	57 (42.22)	93 (36.47)
Total	120	135	255

Source: Field Survey.

Most of the respondents were of the view that organization does encourage sycophancy. It was reported high in case of workers as compared to executives. The respondents were asked regarding backbiting. About 41 per cent respondents admitted that the bosses of the organization permit backbiting. However, majority of the respondents were of the view that their bosses in the organization do not permit backbiting.

The above analysis simply demonstrates that organization and particularly authorities do make efforts for improving efficiency, effectiveness, and productivity of the organization. Moreover, authorities also prepare action plan and make conscious efforts to cope up with emerging challenges and situation while on the other hand, authorities also make efforts to cope up with new environment, cultural settings and make genuine efforts to manage the changes that take place.

### SUGGESTIONS

The following points deserve mention to improve the performance of employees and organizational effectiveness:

- Strategic planning may prove to be very helpful in identification of organization's core values, implementation of policies and enhancing effectiveness and efficiency in organization's productivity and performance.
- Human Resource Planning may ensure retention of experienced, loyal and sincere manpower for promoting the organization culture and enhancing the core competency.
- Human Resource Accounting may promote transparency in financial matters and achieving the goals of organization by way of building commitment, competencies and systems in the organization.
- The performance indicators based on certain management principles may be identified from time to time for assessing the performance of organization.

- The assessment and development centres need to be strengthened to ensure the implementation of policies, programmes and schemes to improve organization's effectiveness, performance and productivity.
- More studies are needed to be conducted to examine the feedback and development plans, human resource development, performance appraisal as well as organizational effectiveness.
- More programmes are needed to provide orientation and training to manpower. These as well as cultural exchange programmes may be organized for interaction with employees of different organizations and of course of different units of the organization to understand, identify and inculcate new values into themselves.
- Communication channels should be strengthened to win workers' confidence and satisfy them. The workers at the lowest level should be free to interact with his senior executives as well as top management of such places.
- Sufficient and proper attention are needed to provide facilities and services such residential renovations, medical, schools for children, recreational facilities etc. The employees and workers of the organizations also need to be provided welfare and empowerment incentives so that they may feel proud to be associated with the organization.
- Certain special incentives may be given to the employees for effective and efficient functioning of the plant and satisfying the employees.
- Those employees who are retained from the parent organization should be taken into confidence by setting and satisfying their queries regarding their job terms and conditions.
- The emergent problems and challenges of the organization may be examined and to be taken care of to face them and prepare accordingly.
- Proper documentation is needed for dissemination of organizational culture, core values, symbols, rituals, etc. and its maintenance among the employees of organization as well as its promotion in the organization in order to create differentiation in the competitive age.
- Conscious special efforts are needed to create a sense of belongingness among employees and workers in order to improve employees' efficiency, productivity and performance.

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