

CHAPTER IX

SUMMARY OF FINDINGS AND SUGGESTIONS

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9.1 INTRODUCTION

NTPC Limited is the only PSU among the power sector, which has a long history of core values. It has identified six core values after conducting a series of brain storming sessions with the senior level managements and external consultants. They are Business Ethics, Customer Focus, Organizational and Professional Pride, Mutual Trust and Respect, Innovation and Speed and Total Quality for Excellence.

Realizing the importance of core values in business setup, NTPC Limited has taken many initiatives for actualizing the core values. One among them is employees of the organization are being assessed as part of the performance management system on the degree of adherence to core values. The organization started believing that because of these initiatives, it has started yielding positive results.

Though several research studies have been conducted in the past on core values relate to organizational performance, employee satisfaction, commitment etc, but none of the research studies conducted so far addressed the issues like the extent to which each of the core values are being adhered by the employees of the organization and its relation to individual performance. Thus the present study is a modest attempt to address these issues.

Following objectives are studied as a part of the research:

1. To find out the extent to which the female executives and the male executives perceive that core values are being adhered at their own level and that of at the level of their departments'.

2. To examine the extent to which the female executives and the male executives perceive that adherence to the core values help them in better performance at their own level and that of the level of their respective departments'.
3. To find out the extent to which the work groups of the female executives perceive that the core values are being adhered by the female executives and by the members of their respective departments'.
4. To examine the extent to which the work groups perceive that adherence to the core values by female executives and by their respective departments' help them for better performance.
5. To make suggestions based on the study for improving the adherence to core values at self and organizational levels.

The above objectives of the study on perception of employees towards the core values are accomplished in two steps. First, the perception of female and male executives towards the extent to which they perceive that the core values are being adhered by themselves and by the employees of their departments are studied. It is extended further to understand the extent to which both the female and male executives perceive that adherence to the core values have helped them and the employees of their departments' towards better performance.

In the second step, the study is confined to the extent to which the work group members of the female executives have perceived that the core values are being adhered by the latter and by their departments' employees. This study also included the extent to

which the work group members have perceived that adherence to core values by female executives and their departments' employees' helped them for better performance.

The present research is an ex-post facto research. The concepts and methodology are formulated according to the objectives of study with the help of comprehensive reviews of previous studies. The secondary data related to NTPC Limited and the evolution of core values are collected from the websites, records, journals and magazines. Census method and random sampling techniques have been adopted for collection of primary data from female and male executives respectively. The data are collected with the help of the pre- structured interview schedule and their opinions are recorded in a five point Likert scale. The collected data are analyzed with the help of appropriate statistical tools like arithmetic mean, percentage analysis, normality test, F test and 't' test.

9.2 SUMMARY OF FINDINGS

9.2.1 Adherence to Core Values as perceived by Female and Male Executives

The study shows that 'Business Ethics' is the most adhered value by the female executives and 'Total Quality for Excellence' is the least adhered value as the mean scores are 4.7 and 4.2 respectively. At their department level both 'Business Ethics' and 'Organizational and professional Pride' are most adhered value with a mean score of 4.4 each. 'Total Quality for Excellence' and 'Mutual Trust and Respect' are the least adhered value with a mean score of 4 each.

The perception of male executives is also similar to that of their counterparts. ‘Business Ethics’ is the most adhered value by them with a mean score of 4.5 and ‘Total Quality for Excellence’ is the least adhered value by them with a mean score of 4.2. At the departmental level also ‘Business Ethics’ is the most adhered value with a mean score of 4.2 and the least adhered value are ‘Mutual Trust and Respect’, Innovation and Speed’ and ‘Total Quality for excellence’ with a mean score of 3.9 each.

It is found out that both the female and male executives adhere to core values more than the members of their departments. The analysis shows that ‘Business Ethics’ is the most adhered core values by female, and male executives and the members of their departments and ‘Total Quality for Excellence’ is the least adhered one. ‘Mutual Trust and Respect’ is the another value that has not been adhered by the members of the departments.

It is also observed that except, ‘Total Quality for excellence’, the female executives adherence to values is higher than that of their male counterparts.

In order to find out whether there is any significant difference in the perception of female and male executives, four hypotheses are framed and tested by applying two sample independent ‘t’ test and it is presented below.

Sl. No.	Details	't' Value	Critical 't' value	Nature of Significance
1	Perception of Female Executives about themselves and Members of their Departments'	6.271	1.988	Significant
2	Perception of Male Executives about themselves and Members of their Departments'	4.587	1.991	Significant
3	Perception of Female and Male Executives about themselves	2.767	1.988	Significant
4	Perception of Female and Male Executives about their Departments' Members	2.028	1.991	Significant

9.2.2 Core Values and Performance: Perception of Female and Male Executives

The study reveals that adherence to 'Customer Focus' has contributed for better performance as per the opinion of female executives as this component get a mean score of 4.2. 'Total Quality for Excellence' is the least contributing value towards performance with a mean score of 3.6. At their department level, 'Business Ethics', ' Customer Focus' and ' Organizational and Professional Pride' are the most contributing values for better performance with a mean score of 4.0 each and 'Total Quality for Excellence' is the least contributing value for better performance with a mean score of 3.5.

In case of male counterparts, adherence to 'Business Ethics' has contributed most towards better performance with a mean score of 4.1. The least contributing values for better performance are 'Innovation and Speed' and 'Total Quality for Excellence'

with a mean score of 3.6 each as per the opinion of male executives. At the department level, the most contributing value for better performance is ‘Customer Focus’ with a mean score of 3.8 and the least contributing value is ‘Mutual Trust and Respect’ with a mean score of 3.3.

The analysis shows that there is a difference in the opinion of both female and male executives regarding most contributing values towards performance, but there is congruence in their opinions towards least contributing value for better performance. Both of them opine that ‘Total Quality for Excellence’ is the least contributing value towards performance. Similarly, for their department level, there is congruence in their opinions towards the most contributing value towards performance. Both female and male executives opine that ‘Customer Focus’ is the most contributing value towards performance but there is a difference in the opinion of them regarding the least contributed value towards performance.

In order to find out whether there is any significant difference in the perception of female and male executives towards better performance due to adherence to core values, four hypotheses are framed and tested by applying ‘t’ test. It is summarized below.

Sl. No.	Details	't' Value	Critical 't' value	Nature of Significance
1	Perception of Female Executives about themselves and Members of their Departments'	1.750	1.988	Not Significant
2	Perception of Male Executives about themselves and Members of their Departments'	1.983	1.988	Not Significant
3	Perception of Female and Male Executives about themselves	2.088	1.988	Significant
4	Perception of Female and Male Executives about their Departments' Members	2.231	1.988	Significant

9.2.3 Adherence to Core Values as Perceived By Work Group Members

The perception of superiors about the female executives, according to analysis, is that 'Business Ethics' is the most adhered value and 'Total Quality for Excellence' is the least one with mean scores of 4.6 and 4.2 respectively. At their department level, 'Organizational and Professional Pride' is the most adhered one and 'Total Quality for Excellence' is the least adhered value with mean scores of 4.4 and 4.0 respectively.

Both the colleagues and subordinates have also similar opinions about the female executives regarding adherence to core values.

The colleagues opine that 'Business Ethics' is the most adhered value by the female executives and the least adhered value by them is 'Total Quality for Excellence' with the mean scores of 4.3 and 4.0 respectively. At their department level, 'Business

'Ethics' and 'Organizational and Professional Pride' are the most adhered values with a mean score of 4.2 each and the least adhered value by them are 'Innovation and Speed' and 'Total Quality for Excellence' with mean score of 3.9 each.

The perception of subordinates about the female executives shows that both 'Business Ethics' and 'Customer Focus' are the most adhered value with a mean score of 4.5 each and the least adhered value by them is 'Total Quality for Excellence' with a mean score of 4.2. They opine 'Organizational and Professional Pride' is the most adhered value by the employees of their departments with a mean score of 4.4 and the least adhered values are 'Innovation and Speed' and 'Total Quality for Excellence' with a mean score of 4.0 each.

It is found out that female executives perceive that they adhere more the core values than the work group members feel for them. Out of all the work group members, it is found out that the colleagues are more critical about female executives as well as about their departments' members.

Six hypotheses are framed to find out whether there is any significant difference in the perception of female executives and that of the work group members. These hypotheses are tested using two sample independent 't' test and the result is summarized below.

Sl. No.	Details	't' Value	Critical 't' value	Nature of Significance
1	Perception of Superiors about Female Executives and Female Executives about themselves	1.932	1.996	Not Significant
2	Perception of Colleagues about Female Executives and Female Executives about themselves	4.845	2.003	Significant
3	Perception of Subordinates about Female Executives and Female Executives about themselves	2.321	1.999	Significant
4	Perception of Superiors and Female Executives about their Departments' Members	1.19E	1.988	Not Significant
5	Perception of Colleagues and Female Executives about their Departments' Members	2.233	1.988	Significant
6	Perception of Subordinates and Female Executives about their Departments' Members	0.179	1.988	Not Significant

9.2.4 Core Values and Performance: Perception of Work Group Members

The study reveals that 'Business Ethics' is the most contributed value for better performance at the level of female executives as per the opinion of superiors as this component get a mean score of 4.0. The least contributed values are 'Innovation and Speed' and 'Total Quality for Excellence' with a mean score of 3.5 each. At their department level, the most contributed value for better performance are 'Business Ethics' and 'Organizational and Professional Pride' with a mean score of 4.0 each and the least

contributed value is ‘Total Quality for Excellence’ with a mean score of 3.3, opine the superiors.

The perception of the colleagues about the female executives, according to this study is that ‘Customer Focus’ is the most contributed value for better performance with a mean score of 3.8 and the least contributed values for better performance are ‘Mutual Trust and Respect’ and ‘Total Quality for Excellence’ with a mean score of 3.5 each. At their department level, ‘Business Ethics’, Customer Focus’ and ‘Organizational and Professional Pride’ are the most contributed values for better performance with a mean score of 3.7 each and the least contributed values are ‘Mutual Trust and Respect’ and ‘Total Quality for Excellence’ with a mean score of 3.4 each, opine the colleagues.

The subordinates believe that ‘Business Ethics’ and ‘Customer Focus’ are contributed most for the female executives to perform better with a mean score of 4.0 each and the least contributed values for better performance are ‘Mutual Trust and Respect’, ‘Innovation and Speed’ and ‘Total Quality for Excellence’, with a means score of 3.8 each. At the department level, the values that contributed most for better performance are ‘Business Ethics’ and ‘Organizational and Professional Pride’ with a mean score of 3.9 each and the least contributed values are ‘Mutual Trust and Respect’, ‘Innovation and Speed’ and ‘Total Quality for Excellence’ with a mean score of 3.7 each, perceive subordinates.

The analysis further shows that both the superiors and the subordinates believe that it the ‘Business Ethics’ which has contributed most for the female executives to perform better, whereas the colleagues and the female executives themselves feel ‘

'Customer Focus' has helped the female executives most to perform better. But all the work group members as well as the female executives themselves opine that the 'Total Quality for Excellence' is the least contributing value towards better performance.

In order to find out whether there is any significant difference in the opinions of the work group members and that of the female executives, six hypotheses are framed and tested by applying 't' test and it is presented below.

Sl. No.	Details	't' Value	Critical 't' value	Nature of Significance
1	Perception of Superiors about Female Executives and Female Executives about themselves	1.928	1.988	Not Significant
2	Perception of Colleagues about Female Executives and Female Executives about themselves	2.873	1.992	Significant
3	Perception of Subordinates about Female Executives and Female Executives about themselves	0.623	1.991	Not Significant
4	Perception of Superiors and Female Executives about their Departments' Members	1.283	1.988	Not Significant
5	Perception of Colleagues and Female Executives about their Departments' Members	2.244	1.988	Significant
6	Perception of Subordinates and Female Executives about their Departments' Members	0.295	1.988	Not Significant

9.2.5 Suggestions from Respondents for Better Adherence to Core Values

The suggestions offered by the respondents for better adherence to core values are summarized and given below.

Business Ethics: Conducting workshops and training on a regular basis and introducing rewards and punishment systems are the two major suggestions made by the respondents for better adherence to the core values.

Customer Focus: Interaction with customers (both internal and external) at regular intervals to understand their needs and also introduction of rewards and recognition in the system are the suggestions made by the respondents to improve Customer Focus.

Organizational and Professional Pride: Celebrating the success together in the organization and if more of the top management of NTPC represents as the business leaders of the country, then it would enhance Organizational and Professional Pride.

Mutual Trust and Respect: Respecting the competency of juniors and open feedback mechanism in the system would enhance Mutual Trust and Respect, suggest the respondents.

Innovation and Speed: Encouraging and supporting innovative ideas among the employees by the top management and removing barriers for slow progress are suggested by the respondents which would help in better adherence to Innovation and Speed.

Total Quality for Excellence: Recognizing and appreciating the quality work and discouraging the fire fighting work would enhance Total Quality for Excellence, suggest the respondents.

9.3 RECOMMENDATIONS

Based on the findings of the study and the experience obtained while conducting the research, the following suggestions are made for adherence to the core values in NTPC Limited.

9.3.1 Enhance Awareness

In order to enhance awareness of core values, it is suggested that special sessions on core values need to be introduced as a part of every gathering and meetings, irrespective of the durations and intent of such occasions. The input on core values as a whole or specific core value one at a time must be addressed by some senior managers.

Further large numbers of stories on each core value need to be collected, publicized in relevant languages and made available to the employees. Employees also need to be encouraged to contribute their own collection of stories, so that better awareness would be there on core values.

With advent of IT and availability of PCs for individual employees, applications and games based on core values can be developed and hosted in company intranet. This is an industry best practice and has been in use at PEPSI, ZENSAR and GMR. While employees can play for fun, they shall be learning newer insights of core values.

Presently in the performance appraisal system, fifty percent weightage has been given to performance, twenty five percent weightage for the competency, fifteen percent weightage to adherence to values and rest ten percentage has been given to potential appraisal. A company like NTPC Ltd. which has a long history of core values adoption culture, should treat values and performance as not two different entities, rather they aim at one thing. So instead of assigning different weightage both to the performance and value, the organization should treat them one, which will create awareness in employees, that performance and values are not two separate things.

9.3.2 Enhancing Understanding

Currently, NTPC conducts training programme of three days duration on all the core values. These programmes are titled as – core value actualization. These programmes are conducted over 20 times a year all across the organization. Instead of covering all the values within this time frame, sufficient focus need to be given, may be one or two core values at a time. This way, understanding shall be better and hence application of the learning will be expected to go up.

Special training programmes need to be introduced for core value actualization, highlighting appropriate behaviour and response in multitude of situations, built as case lets. These case lets can be role-played in training sessions rather than following only lecture methods.

9.3.3 Better Adherence to Core Values

Reward and Punishment System:

System to be introduced so that senior officials shall be always on the lookout of employees doing their work the right way, adhering to core values, rather than only reprimanding the offenders. These success stories and examples need to be widely publicized across the organization.

Suitable rewards and recognition measures need to be implemented on demonstration of the core values. To encourage stronger demonstrated value adherence, from each station, few employees need to be selected and they will be declared as ‘Value of the Month’. The name and the demonstrated behaviour of these employees need to be published in company intranet and major notice boards of the stations. On the other hand, provision of punishment shall be kept for employees in case of violation or compromise with the core values. In the public meetings such acts need to be addressed, so as to discourage others from doing this.

Introduction of 360 Degree Appraisal:

Incorporating suitable feedback mechanism like 360 degree appraisal, particularly taking the feedback from the subordinates, would certainly help in better adherence to the core values at a senior level and hence then at every level.

Instead of assigning only the marks, the appraiser and the appraise need to write elaborately the critical incidents when they have demonstrated these core values which in turn had helped them for better performance.

Activity Based Exercise:

It is observed in the study that ‘Total Quality for Excellence’ is the least adhered core value. So instead of only dissipating the knowledge, incorporation of project/activity based exercise and assignment related to quality and productivity into the training programme, would certainly help.

Core Value Cell:

Instituting a Core Value Cell rather than limiting it to one of the activities of HRD function is yet another suggestion. The programmes and associated work related to core value implementation should be enabled by this cell and this has to be manned by senior functionaries.

9.4 AREAS FOR FURTHER RESEARCH

Based on the experiences gained while conducting the present research study, the researcher considers that the following are suitable leads for further research:

The present study is confined only to the perception of female executives and the perception of the work group members towards the female executives. In case of the male executives the perception of self has been only undertaken. So in future, the perception of work group members of the male executives can also be included in other study, so that the comparison can be made.

The present study has been confined to the middle and junior level management. Similar study can be conducted by taking the top management as the respondents so that a wider understanding of the role of values can be understood.

Research may also conduct on finding the relative role of core values in corporate functioning and organizational performance.

Similar studies can also be undertaken in other public sector organizations.

9.5 CONCLUSION

Core values, the guiding principles act as anchor for achieving the objectives of the organization. These core values should be understood, shared and adhered by all.

The present study aims at finding out the perception of female executives towards adherence to core values in NTPC Limited which is one of the Navaratna Company in India. The findings of the study would help to identify the values which are to be strengthened in the organization. It is hoped that result of study would help the NTPC to strengthen its core values for higher performance.

The researcher would feel amply rewarded if the suggestions made in the study are implemented by NTPC Limited.

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