

# APPENDICES

**Appendix A:**

**Questionnaire for O, T, and P analysis**

**Section A**

**Respondents Profile**

**i) Junior Managers**

**Name of the Company** : \_\_\_\_\_

**Your age** : \_\_\_\_\_ **Years**

**Gender** : **Male / Female**

**Educational Qualification** : \_\_\_\_\_

**Total Work Experience** : \_\_\_\_\_ **Years**

**Years of service in DISCOM:** \_\_\_\_\_ **Years**

**ii) Middle Managers**

**Name of the Company** : \_\_\_\_\_

**Your age** : \_\_\_\_\_ **Years**

**Gender** : **Male / Female**

**Educational Qualification** : \_\_\_\_\_

**Total Work Experience** : \_\_\_\_\_ **Years**

**Years of service in DISCOM:** \_\_\_\_\_ **Years**

## Section B - Organizational Analysis

### i) Responses of Junior Managers

To what extent the following organizational items impact the performance of DISCOMs' FLMs.

<b>Organizational Items</b>		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
O1	Support from superiors to work effectively despite changes in co-workers, settings, and environment.					
O2	Antagonize by colleagues in learning/using new skills and using them at workplace					
O3	Management has a clear charter regarding the people who need training and kind of training provided					
O4	Trainings match groups' / individuals' job demands.					
O5	Learned skills often not supported at workplace or given enough time to use them.					
O6	Frontline managers are given or get resources and tasks to enable them to use training.					
O7	Training is generally conducted in a well-planned fashion with enough budget allocation					
O8	Networking possibilities to interact & share learned skills across DISCOM					
O9	Pressures from political groups to change your work related decisions					
O10	Pressures from union / colleagues to change your work related decisions					

## ii) Responses of Middle Managers

To what extent the following organizational items impact the performance of DISCOMs' FLMs.

Organizational Items		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
O1	Support from superiors to work effectively despite changes in co-workers, settings, and environment.					
O2	Antagonize by colleagues in learning/using new skills and using them at workplace.					
O3	Management has a clear charter regarding the people who need training and kind of training provided					
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O6	Frontline managers are given or get resources and tasks to enable them to use training.					
O7	Training is generally conducted in a well-planned fashion with enough budget allocation					
O8	Networking possibilities to interact & share learned skills across DISCOM					
O9	Pressures from political groups to change your work related decisions					
O10	Pressures from union / colleagues to change your work related decisions					

## Section C - Task Analysis

### 1) Responses of Junior Managers

Sr.	Technical and commercial tasks expected from DISCOMs' frontline managers	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
T1	Assessing change in customers' monthly electricity consumption in the last few years.					
T2	Assessing increase in customers' expectations for services from DISCOM in last few years.					
T3	Advising and educating customers adequately on the different categories and slabs of electricity tariffs.					
T4	Advising and educating customers adequately on responsibilities of electricity customer					
T5	Advising and educating customers adequately on the penalties for indulging in theft of electricity.					
T6	Advising customers adequately on the disadvantages of having low power factor in their installation					
T7	Advising customers adequately on the disadvantages of having unbalanced load in their installation					
T8	Advising customers adequately on the benefits of using energy efficient appliances in their installation					
T9	Advising customers adequately on their electrical installation and any shortcomings in that.					
T10	Educating customers adequately on the safety					

	issues related to their installation.					
T11	Being sensitive in dealing with customers and refraining from any kind of unpleasing behaviour.					
T12	Putting an effort to improve the lethargic attitude of your staff to ensure quality services to customers.					
T13	Understanding customers' needs and expectations.					
T14	Advising customers adequately on energy efficiency measures in their installations.					
T15	Demonstrating trust and empathy in listening to customers' facts and understand feelings.					
T16	Being adequately motivated and professional to make DISCOM progress and serve customers better.					
T17	Educating customers on the role of Bureau of Energy Efficiency and other Government schemes for them.					
T18	Reflect creativity in your work in understanding and resolving customers' problems.					
T19	Being equally commercial in your approaches as they are technical at work.					
T20	Being capable of positively influencing customers to be a loyal and responsible customer of DISCOM.					
T21	Have unbiased approach towards customers and show genuine interest in them.					
T22	Track customers' pending grievances / issues					

	and follow up enough to address them.					
T23	Put enough efforts to increase DISCOM's revenue.					
T24	Good communication and public relations skills are mandatory to perform FLMs' job at DISCOMs.					
T25	Being cost conscious enough in your work and providing services to customers					
T26	Possess skills to promptly resolve customers' services and bills related grievances.					
T27	Capable to develop deep collaborative relations between DISCOM and customers to create a win-win situation					
T28	Try to build DISCOM a customer friendly company with good image in general public.					
T29	Have team spirit and fellowship at your workplace to serve customers better.					
T30	Put enough efforts to reduce supply outage in your area.					
T31	Capable enough to identify customers' issues and conclude as much as possible from info available.					
T32	Thorough and precise in approaching DISCOM's work and your personal activities?					

## 2) Responses of Middle Managers

Sr.	Technical and commercial tasks expected from DISCOMs' frontline managers	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
T1	Assessing change in customers' monthly electricity consumption in the last few years.					
T2	Assessing increase in customers' expectations for services from DISCOM in last few years.					
T3	Advising and educating customers adequately on the different categories and slabs of electricity tariffs.					
T4	Advising and educating customers adequately on responsibilities of electricity customer					
T5	Advising and educating customers adequately on the penalties for indulging in theft of electricity.					
T6	Advising customers adequately on the disadvantages of having low power factor in their installation					
T7	Advising customers adequately on the disadvantages of having unbalanced load in their installation					
T8	Advising customers adequately on the benefits of using energy efficient appliances in their installation					
T9	Advising customers adequately on their electrical installation and any shortcomings in that.					
T10	Educating customers adequately on the safety issues related to their installation.					



T11	Being sensitive in dealing with customers and refraining from any kind of displeasing behaviour.					
T12	Putting an effort to improve the lethargic attitude of your staff to ensure quality services to customers.					
T13	Understanding customers' needs and expectations.					
T14	Advising customers adequately on energy efficiency measures in their installations.					
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T31	Capable enough to identify customers' issues and conclude as much as possible from info available.					
T32	Thorough and precise in approaching DISCOM's work and your personal activities?					

## Section D - Person Analysis

### 1) Responses of Junior Managers

<b>Person Items anticipated DISCOMs' Frontline Managers</b>		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
P1	Investigating feeder wise energy consumed and energy billed.					
P2	Assessing commercial and technical losses in the system					
P3	Undertaking technical investigation if same fault reoccurs in same area/feeder.					
P4	Setting and calibration of modern digital relays.					
P5	Reconfiguring network using utility software for improved technical solutions.					
P6	Understanding benefits of distributed generation and promoting it in remote areas.					
P7	Undertaking simulation study in medium and low voltage networks using power system software.					
P8	Promoting demand side management on DISCOM side.					
P9	Promoting demand side management at customers' end					
P10	Promote energy efficiency measures in the system.					
P11	Installing right switchgears at right location in the system.					
P12	Making unbiased judgment in addressing stakeholders' grievances.					
P13	Demonstrating trust and empathy, listening to					

	facts, and understand customers' feelings.					
P14	Identifying tasks, assess their importance, and prioritise them to get better results.					
P15	Identify work related issues and draw as much conclusion possible from the given information.					
P16	Aligning staff, designing work, and allocating tasks to achieve DISCOMs' goals					
P17	Breaking old habits without or less support for new skills and behaviours at workplace					
P18	Influencing others in a way that results in acceptance, agreement, or behaviour change.					
P19	Loyalty towards DISCOM in preparing it to make a positive difference in the future.					
P20	Anticipating short and long term consequences of FLMs' actions & decisions.					
P21	Resolving work place conflicts and ensuring a cordial working environment.					
P22	Having strong commitment towards respecting rules and work ethics.					
P23	Quick decision making and working out amicable solutions for unforeseen.					
P24	Strong understanding of various tariffs, surcharges, and penalties in-force.					
P25	Quality numerical and analytical reasoning for higher performance.					
P26	Providing constructive feedback to stakeholders and showing interest in them.					
P27	Tracking progress and quality of work of the team to achieve effective output.					
P28	Understand financial procedures & practices to					

	monitor malpractices.					
P29	Understanding internal audit practices and setting procedures for compliance.					
P30	Using utility related software for commercial solutions and maximizing revenue.					
P31	Developing need based templates / programs for commercial and other works.					

## 2) Responses of Middle Managers

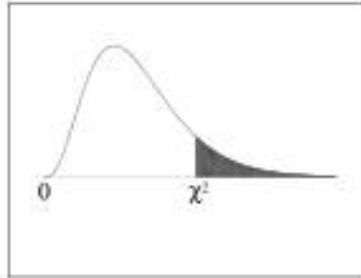
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P31	Developing need based templates / programs for commercial and other works.					

**Appendix B: Chi-Square Distribution Table**

**Chi-Square Distribution Table**



The shaded area is equal to  $\alpha$  for  $\chi^2 = \chi_{\alpha}^2$ .

<i>df</i>	$\chi_{.995}^2$	$\chi_{.990}^2$	$\chi_{.975}^2$	$\chi_{.950}^2$	$\chi_{.900}^2$	$\chi_{.100}^2$	$\chi_{.050}^2$	$\chi_{.025}^2$	$\chi_{.010}^2$	$\chi_{.005}^2$
1	0.000	0.000	0.001	0.004	0.016	2.706	3.841	5.024	6.635	7.879
2	0.010	0.020	0.051	0.103	0.211	4.605	5.991	7.378	9.210	10.597
3	0.072	0.115	0.216	0.352	0.584	6.251	7.815	9.348	11.345	12.838
4	0.207	0.297	0.484	0.711	1.064	7.779	9.488	11.143	13.277	14.860
5	0.412	0.554	0.831	1.145	1.610	9.236	11.070	12.833	15.086	16.750
6	0.676	0.872	1.237	1.635	2.204	10.645	12.592	14.449	16.812	18.548
7	0.989	1.239	1.690	2.167	2.833	12.017	14.067	16.013	18.475	20.278
8	1.344	1.646	2.180	2.733	3.490	13.362	15.507	17.535	20.090	21.955
9	1.735	2.088	2.700	3.325	4.168	14.684	16.919	19.023	21.666	23.589
10	2.156	2.558	3.247	3.940	4.865	15.987	18.307	20.483	23.209	25.188
11	2.603	3.053	3.816	4.575	5.578	17.275	19.675	21.920	24.725	26.757
12	3.074	3.571	4.404	5.226	6.304	18.549	21.026	23.337	26.217	28.300
13	3.565	4.107	5.009	5.892	7.042	19.812	22.362	24.736	27.688	29.819
14	4.075	4.660	5.629	6.571	7.790	21.064	23.685	26.119	29.141	31.319
15	4.601	5.229	6.262	7.261	8.547	22.307	24.996	27.488	30.578	32.801
16	5.142	5.812	6.908	7.962	9.312	23.542	26.296	28.845	32.000	34.267
17	5.697	6.408	7.564	8.672	10.085	24.769	27.587	30.191	33.409	35.718
18	6.265	7.015	8.231	9.390	10.865	25.989	28.869	31.526	34.805	37.156
19	6.844	7.633	8.907	10.117	11.651	27.204	30.144	32.852	36.191	38.582
20	7.434	8.260	9.591	10.851	12.443	28.412	31.410	34.170	37.566	39.997
21	8.034	8.897	10.283	11.591	13.240	29.615	32.671	35.479	38.932	41.401
22	8.643	9.542	10.982	12.338	14.041	30.813	33.924	36.781	40.289	42.796
23	9.260	10.196	11.689	13.091	14.848	32.007	35.172	38.076	41.638	44.181
24	9.886	10.856	12.401	13.848	15.659	33.196	36.415	39.364	42.980	45.559
25	10.520	11.524	13.120	14.611	16.473	34.382	37.652	40.646	44.314	46.928
26	11.160	12.198	13.844	15.379	17.292	35.563	38.885	41.923	45.642	48.290
27	11.808	12.879	14.573	16.151	18.114	36.741	40.113	43.195	46.963	49.645
28	12.461	13.565	15.308	16.928	18.939	37.916	41.337	44.461	48.278	50.993
29	13.121	14.256	16.047	17.708	19.768	39.087	42.557	45.722	49.588	52.336
30	13.787	14.953	16.791	18.493	20.599	40.256	43.773	46.979	50.892	53.672
40	20.707	22.164	24.433	26.509	29.051	51.805	55.758	59.342	63.691	66.766
50	27.991	29.707	32.357	34.764	37.689	63.167	67.505	71.420	76.154	79.490
60	35.534	37.485	40.482	43.188	46.459	74.397	79.082	83.298	88.379	91.952
70	43.275	45.442	48.758	51.739	55.329	85.527	90.531	95.023	100.425	104.215
80	51.172	53.540	57.153	60.391	64.278	96.578	101.879	106.629	112.329	116.321
90	59.196	61.754	65.647	69.126	73.291	107.565	113.145	118.136	124.116	128.299
100	67.328	70.065	74.222	77.929	82.358	118.498	124.342	129.561	135.807	140.169