AN ANALYTICAL STUDY OF STRATEGIES LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS IN ENERGY AND POWER SECTORS IN INDIA WITH REFERENCE TO NATIONAL THERMAL POWER CORPORATION LIMITED (NTPC)

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Abstract
This study is conducted in area of strategic leadership and concentrates on the distribution system of company mainly in the field of finance, administration, productivity and personnel control. These strategic leadership based practices have practices have been studied and evaluated from the point of view of their usefulness to the higher management for exercising complete control over the working of the NTPC. The higher management of Maharatna includes Chief Engineers and Superintending Engineers at the strategic level, and Assistant Executive Engineers at the strategic level, Assistant Executive Engineers at managerial, and Assistant Executive / Junior Engineers at the operational level.

Introduction
Since the mid-1980’s a growing body of leadership research has focused on strategic leadership, in contrast to managerial and visionary leadership. It focused on how top leadership makes decisions in the short term that guarantees the long-term viability of the organisation. The best performing organisations are consciously strategic in their leadership planning. These top leaders also have the ability to align human resources in an effective way directly to the business strategy. It is observed that only a few scattered efforts have made in the field of strategic leadership in large govt. organizations, and whatever little was done remained confined to the macro level only. Organizational levels have not been in depth.

Thus it is felt that there is need for case practices of strategic leadership in specific organization, so as to understand the practices being adopted there. This will help to point out coming and suggest improvement to make the systems in various sub systems as well as in whole organizations. The present study is a step in this direction. Electricity is a leading public Utility and it is a socially desirable institution like justice, defense and transport for which there is no direct demand but on which the entire structure of organized society demands. second, electricity being a public utility, the efficiency of NTPC has a great bearing on the working of various organized and thus has a multiplier effect on economy of the state as a whole. The company has introduced computerization in some of its sub-system, the impact of which on productivity is too studied. From the discussions, it emerges that the study of strategic leadership in NTPC is quite relevant.

Scope of the study
The present study has been confined to National Thermal Power Corporation Limited only an Indian Public Sector Undertaking, engaged in the business of generation of electricity and allied activities. It is a company incorporated under the Companies Act 1956 and a "Government Company" within the meaning of the act. The headquarters of the company is situated at New Delhi. NTPC’s core business is generation and sale of electricity to state-owned power distribution companies and State Electricity Boards in India. The company also undertakes consultancy and turnkey project contracts that involve engineering, project management, construction management and
operation and management of power plants. All the managers working at the three levels viz. strategic planning level, managerial control level and operational control level, have been made to constitute the population for the study.

Objective of the Study
- To study the success and failures of Strategic Leadership practices.

A) Success Factors

Table no. 1 Table for distribution of responses

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>NAND</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Timely and effective decision making</td>
<td>143</td>
<td>125</td>
<td>27</td>
<td>40</td>
<td>25</td>
</tr>
<tr>
<td>2 Control by exception</td>
<td>144</td>
<td>127</td>
<td>30</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>3 Accounting system which supports control</td>
<td>131</td>
<td>137</td>
<td>49</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>4 Participation by employees in standard</td>
<td>110</td>
<td>139</td>
<td>53</td>
<td>31</td>
<td>27</td>
</tr>
<tr>
<td>5 Motivations of employees</td>
<td>113</td>
<td>140</td>
<td>52</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>6 Using adequate controlling technique</td>
<td>111</td>
<td>126</td>
<td>58</td>
<td>44</td>
<td>21</td>
</tr>
<tr>
<td>7 Sounds communication system</td>
<td>104</td>
<td>131</td>
<td>62</td>
<td>41</td>
<td>22</td>
</tr>
<tr>
<td>8 Sounds reporting system</td>
<td>104</td>
<td>139</td>
<td>65</td>
<td>34</td>
<td>18</td>
</tr>
<tr>
<td>9 Well planned productivity control system</td>
<td>102</td>
<td>131</td>
<td>62</td>
<td>40</td>
<td>25</td>
</tr>
<tr>
<td>10 Management awareness towards the need</td>
<td>103</td>
<td>151</td>
<td>49</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>11 Proper delegation of responsibility</td>
<td>93</td>
<td>138</td>
<td>67</td>
<td>36</td>
<td>26</td>
</tr>
<tr>
<td>12 Clear cut organization structure</td>
<td>94</td>
<td>120</td>
<td>75</td>
<td>44</td>
<td>27</td>
</tr>
<tr>
<td>13 Trained manpower</td>
<td>81</td>
<td>140</td>
<td>70</td>
<td>39</td>
<td>30</td>
</tr>
<tr>
<td>14 Top management involvement</td>
<td>59</td>
<td>93</td>
<td>85</td>
<td>80</td>
<td>43</td>
</tr>
</tbody>
</table>

Table no 2: Table for distribution of responses

<table>
<thead>
<tr>
<th>When response for Agree (A) and Strongly Agree (SA) taken together</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
</tr>
<tr>
<td>1 Timely and effective decision making</td>
</tr>
<tr>
<td>2 Control by exception</td>
</tr>
<tr>
<td>3 Accounting system which supports control</td>
</tr>
<tr>
<td>4 Participation by employees in standard</td>
</tr>
<tr>
<td>5 Motivations of employees</td>
</tr>
</tbody>
</table>
From the above tables, the major factors which are responsible for success of strategic leadership are:-
- Accounting system which supports control
- Management awareness towards the need

Thus there are different success factors for the success of strategic leadership.

B) Failure Factors

Table no. 3 Table for distribution of responses

<table>
<thead>
<tr>
<th>Failure Factors</th>
<th>SA</th>
<th>A</th>
<th>NAND</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Responsibility centers are provided but responsibility accounting is not done</td>
<td>100</td>
<td>150</td>
<td>52</td>
<td>31</td>
<td>27</td>
</tr>
<tr>
<td>2 MSDCL is a government undertaking</td>
<td>118</td>
<td>125</td>
<td>57</td>
<td>39</td>
<td>21</td>
</tr>
<tr>
<td>3 Lack of trained and professional staff</td>
<td>109</td>
<td>135</td>
<td>64</td>
<td>34</td>
<td>18</td>
</tr>
<tr>
<td>4 Government rules, regulations and restriction</td>
<td>129</td>
<td>117</td>
<td>44</td>
<td>43</td>
<td>27</td>
</tr>
<tr>
<td>5 Restrictive behavior of management to change</td>
<td>94</td>
<td>125</td>
<td>60</td>
<td>58</td>
<td>23</td>
</tr>
<tr>
<td>6 Work is not divided into responsibility centers</td>
<td>79</td>
<td>131</td>
<td>81</td>
<td>43</td>
<td>26</td>
</tr>
<tr>
<td>7 Lack of employees interest</td>
<td>77</td>
<td>132</td>
<td>65</td>
<td>51</td>
<td>35</td>
</tr>
<tr>
<td>8 Inadequate finance</td>
<td>83</td>
<td>111</td>
<td>81</td>
<td>53</td>
<td>32</td>
</tr>
<tr>
<td>9 Inadequate MCS as per the requirements of the distribution table</td>
<td>60</td>
<td>88</td>
<td>72</td>
<td>89</td>
<td>51</td>
</tr>
<tr>
<td>10 No reward and punishment system</td>
<td>73</td>
<td>59</td>
<td>69</td>
<td>102</td>
<td>57</td>
</tr>
</tbody>
</table>

Table no 4: Table for distribution of responses

When response for Agree (A) and Strongly Agree (SA) taken together

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>SA + A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Responsibility centers are provided but responsibility accounting is not done</td>
<td>100</td>
<td>150</td>
<td>250</td>
</tr>
</tbody>
</table>
From the above table, the major factors which are responsible for failure of Strategic leadership are-
- Responsibility centers are provided but responsibility accounting is not done.
- NTPC is a government undertaking
- Lack of trained and professional staff
- Government rules, regulations and restriction

Thus there are different failure factors for the success of strategic leadership.

**Conclusion**

The implications of the findings of this study suggest that there is a positive relationship between strategic leadership and strategic alignment in NTPC. However, the relationship is not directly proportionate, but shows that top leadership have a higher level of confidence in their performance on the six critical criteria than is reflected in the experience at organisational level by its employees. The benefit of this research is that it indicates areas that could be further explored as possible opportunities for improving performance in companies. The main conclusion is that the critical criteria are important in high performing companies. Strategic leadership is the determinant factor in high-performing organizations.

**Reference**

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