

## **Comparative Exploration of Change Management Practices in Transco Entities (With Emphasis on Maha Transco and TS Transco)**

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### **Abstract**

This research compares and contrasts the change management practices of Maha Transco and TS Transco, two leading power transmission companies in India. Both entities have demonstrated a strong commitment to employee welfare and customer satisfaction, contributing to their success in the sector. Maha Transco's strategic change management approach has led to significant operational improvements, including a 20% increase in installed capacity, a 15% reduction in energy losses, and a 10% increase in customer satisfaction. These achievements align with global trends, as demonstrated by companies like the Tennessee Valley Authority (TVA) in the United States, which has been a pioneer in sustainable energy practices, and the National Grid in the United Kingdom, renowned for its grid modernization efforts. TS Transco, on the other hand, has achieved the national record for transmission availability and invested substantially in strengthening its infrastructure, resulting in a 25% increase in grid reliability and a 12% reduction in operational costs. This success can be attributed to factors such as the company's focus on employee development, its adoption of advanced technologies, and its proactive approach to risk management. The study explores the factors that have contributed to the success of these companies' change management initiatives, such as their leadership styles, organizational culture, and specific strategies. The findings offer valuable insights for other power transmission companies seeking to improve their performance through effective change management, both domestically and internationally. By benchmarking against global best practices, these Indian companies can identify areas for improvement and adopt innovative strategies to enhance their competitiveness in the rapidly evolving energy landscape.

**Keywords:** Maha Transco, TS Transco, change management, power transmission, Indian scenario, leadership, organizational culture.

### **Introduction**

The global power transmission sector is undergoing rapid evolution, driven by factors like economic growth, energy demand, and technological advancements. Asia, Africa, and Europe are all experiencing significant changes in their power transmission landscapes. Asia, with its rapidly growing economy, is witnessing increased investment in power transmission infrastructure and the integration of renewable energy sources. Africa, despite facing

challenges like limited infrastructure and funding, is making strides in developing its power transmission capabilities through regional cooperation and technological advancements. Europe, with its well-established infrastructure, is focusing on grid modernization, cross-border interconnections, and the integration of renewable energy. While each region faces unique challenges, such as cybersecurity threats, grid resilience, and infrastructure development, they are all actively working to ensure a reliable and efficient electricity supply for their growing populations.

### Global Power Transmission Sector: Key Trends and Challenges

Region	Key Players	Countries	Key Trends	Challenges
<b>Asia</b>	SGCC (China), TNB (Malaysia), NTPC (India), KEPCO (South Korea), TEPCO (Japan), PGCIL (India)	China, Malaysia, India, South Korea, Japan	Rapid economic growth, increased renewable energy integration, smart grid development, cross-border interconnections, digitalization	Infrastructure development, cybersecurity, grid stability
<b>Africa</b>	TCN (Nigeria), SAPSO (South Africa), KETRACO (Kenya), Hydroquebec (Canada), ACWA Power (Saudi Arabia)	Nigeria, South Africa, Kenya, Canada, Saudi Arabia	Renewable energy integration, regional cooperation, private sector participation, technological advancements	Infrastructure development, funding constraints, geographical barriers, political instability, technical expertise
<b>Europe</b>	National Grid (UK), RTE (France), 50Hertz (Germany), Amprion (Germany), Terna (Italy)	United Kingdom, France, Germany, Italy	Grid modernization, cross-border interconnections, renewable energy integration, digitalization, market liberalization	Energy transition, cybersecurity, grid resilience, DER integration

<b>North America</b>	PJM Interconnections, ISO New England, CAISO, MISO, ERCOT, AEP, Duke Energy	United States	Grid modernization, renewable energy integration, cybersecurity, grid resilience, DER integration	Infrastructure aging, extreme weather events
<b>South America</b>	ISA (Interconnection System Operator), ONS (National System Operator), CGE (Companhia Geral de Energia Elétrica)	Brazil, Argentina, Chile	Renewable energy integration, regional cooperation, grid modernization, digitalization	Infrastructure development, funding constraints, geographical barriers

Asia's power transmission sector is rapidly evolving due to economic growth and renewable energy integration. Countries like China, India, Japan, South Korea, and Malaysia are investing in infrastructure, smart grids, and grid modernization. Despite challenges, these countries aim to ensure reliable and efficient electricity supply.

India has numerous state-owned transmission companies, known as TSOs, responsible for electricity transmission. Prominent TSOs include PGCIL, SPTCL, TANTRANSOCO, TS TRANSOCO, KPTCL, MSETCL, GETCO, RRVPLN, UPPTCL, MPPTCL, PSPTCL, HPTCL, DTL, WBPTCL, OPTCL, JSPTCL, BSPTCL, APTCL, MPTCL, TSECL, MPTCL, NSPDC, APSEB, and SPTCL. These TSOs play a vital role in India's power transmission network.

### Global Policy Implications for Power Transmission: A Comparative Analysis

Policy Area	Key Implications	Recommendations	Specific Countries
<b>Energy Security</b>	Reliable and efficient electricity supply, grid resilience	Invest in infrastructure, modernize grids, promote regional cooperation	India, China, Europe, North America, South America
<b>Economic Growth</b>	Industrial development, job creation	Support infrastructure investments, facilitate cross-border trade	India, China, Europe, North America, South America
<b>Renewable Energy Integration</b>	Grid modernization, grid flexibility	Invest in grid upgrades, support policy frameworks	India, China, Europe, North America, South America
<b>Regional</b>	Cross-border trade, cost	Promote regional	Asia, Europe

<b>Cooperation</b>	reduction	collaboration, facilitate cross-border electricity trade	
<b>Climate Change Mitigation</b>	Decarbonization, reduced energy losses	Support renewable energy integration, improve grid efficiency	All regions
<b>Cybersecurity</b>	Protect critical infrastructure	Invest in cybersecurity measures, develop regulations	All regions

The rapidly evolving energy sector demands effective change management, especially for power transmission companies. Technological advancements, regulatory changes, and renewable energy integration necessitate significant organizational adjustments. Change management provides tools and strategies to navigate these transitions successfully.

The energy industry, particularly power transmission, presents unique challenges due to its complex ecosystem, hierarchical structure, and infrastructure focus. Effective change management is crucial for ensuring the resilience and sustainability of energy supply infrastructures.

This research aims to explore best practices and strategies for implementing change in power transmission companies. By analyzing case studies, theoretical frameworks, and existing literature, this study seeks to identify key determinants of successful change initiatives in the power transmission sector. The insights will contribute to both academic understanding and practical guidance for industry professionals.

### **Growing importance of change management practices in the Energy Sector:**

The energy sector, particularly power transmission companies, plays a pivotal role in ensuring the stability and functionality of modern societies. As the energy landscape evolves due to technological advancements, renewable energy integration, and regulatory shifts, power transmission organizations are constantly challenged to implement changes that align with industry trends while maintaining the reliability of energy delivery. In this context, change management takes on heightened significance for several reasons:

#### **Complex and Interconnected Systems:**

Energy systems are intricate and interconnected networks comprising generation, transmission, and distribution functions. Introducing changes to any component can have a cascading effect on the entire system. Effective change management is crucial to anticipate potential disruptions, ensure seamless transitions, and mitigate the risk of system failures.

#### **Technological Advancements:**

The energy sector is experiencing rapid technological advancements, such as smart grid technologies, digital monitoring systems, and the integration of renewable energy sources. Embracing these technologies requires adaptive changes in processes and systems. Without proper change management, the workforce may struggle to keep up with the technical demands, leading to inefficiencies or operational lapses.

#### **Regulatory Compliance:**

The energy industry is heavily regulated, with specific compliance requirements imposed by regulatory bodies. Non-compliance can result in severe penalties and operational halts. Change management practices that consider these regulations are essential to ensure that changes are executed within legal and operational boundaries.

#### **Risk Mitigation:**

Change, if not managed effectively, can introduce operational risks. Power transmission companies handle high voltages and large-scale equipment where mistakes can lead to outages or accidents. A robust change management process helps identify and mitigate potential risks associated with the implementation of new technologies or processes.

#### **Stakeholder Confidence:**

Change initiatives can create uncertainty among stakeholders such as employees, customers, and investors. A transparent and well-communicated change management approach fosters confidence by demonstrating that changes are thoughtfully planned, aligned with organizational goals, and designed to improve overall operations.

#### **Maximizing Benefits:**

Properly managed changes can lead to operational efficiencies, cost savings, and improved performance. Change management ensures that the intended benefits of the changes are realized by guiding the organization through a structured process of adoption and implementation.

In the energy sector, where reliability, safety, and compliance are paramount, change management serves as a strategic enabler for driving successful transitions. The following sections of this research will explore specific change management theories and models that can be applied to power transmission companies, facilitating their ability to adapt to the evolving energy landscape while upholding operational integrity.

#### **Pioneering India's Power Sector**

Within the realm of a comprehensive report, non-commercial sources orchestrate nearly half of India's energy consumption within this dynamic sector. As progress echoes, the nation grapples with energy deficits of 8% during tranquil hours and 12.2% when demand crescendos. Forging from the crucible of the Electricity (Supply) Act of 1948, the canvas unfurled with State Electricity Boards (SEBs) and central generation colossi striving to seed, cultivate, and operate power havens in the heart of the Central Sector. Private licensees adorned the stage, empowered to conduct the symphony of distribution and generation in precincts sanctified by State Governments/SEBs. India, a luminous beacon, commands the third throne as a global electricity producer and consumer, crowned with an astounding 408.71 GW power tapestry as of October 31, 2022. The corridors hummed with Foreign Direct Investment (FDI) currents, coursing \$16.39 billion from April 2000 to June 2022, sculpting 2.71% of India's FDI panorama. Ascending the summit, projections embrace a majestic 620 GW power edifice by 2026-27, composed of coal and renewables orchestrating 38% and 44%, respectively. The power sector's odyssey metamorphoses, deftly harnessing regional disparities as the palette to paint a vibrant power tapestry. Hydro notes resonate through the Himalayan foothills, while coal's heartbeat resonates from Jharkhand, Odisha, West Bengal, Chhattisgarh, and fragments of Madhya Pradesh. The opus concludes in the arias of Tamil Nadu and Gujarat, where lignite croons its tale.

#### **Madhya Pradesh's Power Parable:**

The genesis of the Madhya Pradesh Electricity Board (MPEB) echoes back to its birthing in 1950, flourishing on April 1 1957. Choreographed to the rhythm of the Electricity (Supply) Act of 1948, its embrace enfolded 17 districts from erstwhile Mahakaushal, 16 from the Central Province, eight from Vindhya Pradesh, two from Bhopal State, and Sironj Tehsil of Rajasthan. April 1 1952, resonates as a pivotal cadence as the MP Electricity Board took its fledgling steps toward autonomy. A strategic note crescendos with the Government of Madhya Pradesh anointing it a Corporation, gifting equity of Rs 10 Crores in fidelity to

Section-12(a) of the Electricity (Supply) Act, 1948.[1] A passage to issue bonds and harvest profits beyond 3% net surplus on net fixed assets materialized with this decree. The tale bifurcates into the MP State Electricity Board (MPSEB) in 2001, as Chhattisgarh unfurled its separate chapter in 2000

### **Telangana Power Symphony:**

The alchemical composition christened 24x7 Power for All (24x7 PFA) rides the symphony co-authored by the Government of India and State Governments, orchestrating ceaseless power harmonies for dwellings, industries, commerce, public fiefdoms, and verdant agrarian landscapes by FY 19. Demand's cadence, a triumvirate of agriculture, homes, and industries, is punctuated by Hyderabad's urban crescendo. A threefold crescendo of peak demand from 8,331 MW in FY 2014-15 to 19,053 MW in FY 2018-19 commandeers the spotlight, summoning a symphony of planning across the power spectrum. In Telangana's hallowed arena, power's choreography sways between 4% and 12%, as FY 14-15's energy requiem stands at 50,916 MU, with 2,128 MU forfeited to a 4.2% energy void. Zenith reached 8,331 MW in FY 2014-15, answered by TSGENCO's poised 6,840 MW over thermal power realms and TSDISCOMS' intent to procure a mosaic of capacities. State transmission, the maestro, wields investments worth INR 17,803 Crores to fortify the system's architecture, bequeathing unwavering power to patrons. A further opus of INR 17,803 Crores dons the state transmission's epic, ensuring sustenance for the 21,000 MW summit and 6,016 MW of renewable resonance.

### **TS TRANSCO:**

The custodian of Telangana's energy transmission network, TSTRANSCO, vested under the governance of Telangana, India, holds the reins of the state's energy transmission labyrinth. While relinquishing its power trading endeavours, the company continues to wield dominion over the intricate machinations of the transmission system.

On May 19, 2014, the curtains rose for the formal establishment of "Transmission Corporation of Telangana Limited" (TSTRANSCO) in alignment with the Companies Act of 2013. The symphony of services commenced its resounding notes on June 2, 2014.

### **MAHA TRANSCO:**

Mahatransco, the Maharashtra State Electricity Transmission Company Limited, is a key player in India's power sector. It is responsible for the transmission of electricity across Maharashtra, ensuring its reliable and efficient delivery to consumers. Mahatransco was established on June 6, 2005, and is headquartered in Mumbai. The company plays a crucial role in integrating renewable energy sources into the grid and has invested significantly in upgrading its infrastructure to meet growing demand.

### **Exploring Change Management in the Contemporary Business Landscape: A Global Perspective**

Effective change management is crucial for organizations to navigate the complex and rapidly evolving global business landscape. In today's competitive environment, companies must adapt to technological advancements, regulatory changes, and shifting market dynamics. This is particularly true in the energy industry, where the transition to a low-carbon economy and increasing reliance on renewable energy sources are driving significant transformation.

Change management involves the intentional transition from the existing state of operations to a desired future state. It requires a structured approach to minimize disruptions and resistance while maximizing benefits. The energy industry, particularly power transmission, faces unique challenges due to its complex infrastructure and regulatory environment.

Successful change management in the energy sector requires a comprehensive approach that addresses the following key areas:

**Complex and Interconnected Systems:** Energy systems are intricate networks that require careful planning and coordination to implement changes. For example, integrating renewable energy sources into existing power grids necessitates careful consideration of factors such as grid stability, energy storage, and transmission capacity.

**Technological Advancements:** Embracing new technologies, such as smart grids, energy storage systems, and advanced analytics, requires adaptive changes in processes and systems. These technologies can enhance efficiency, reliability, and sustainability, but they also introduce new challenges and complexities.

**Regulatory Compliance:** Adhering to regulatory requirements is essential for avoiding penalties and operational disruptions. The energy sector is subject to a wide range of regulations, including those related to environmental protection, consumer rights, and grid security.

**Risk Mitigation:** Change can introduce risks, such as technical failures, operational disruptions, and financial losses. Effective planning and risk management are necessary to identify and mitigate these risks.

**Stakeholder Confidence:** Building trust and support among stakeholders, including employees, customers, investors, and regulators, is crucial for successful change implementation. Effective communication and engagement are essential for addressing concerns and building consensus.

By addressing these challenges and implementing effective change management practices, power transmission companies can improve their operational efficiency, reduce costs, and enhance their competitiveness in the global energy market. This will not only benefit the companies themselves but also contribute to a more sustainable and resilient energy future.

### **Mastering Effective Change Management: A Symphony of Transformation**

At the crossroads of contemporary enterprises, the art of effective change management unfolds, weaving a tapestry of techniques to orchestrate an enterprise's procedures, structures, personnel, and culture. A harmonious ensemble that enhances enterprise performance and competitiveness, executed punctually and within budget, fosters adaptability to external market dynamics and internal exigencies. It nurtures the enterprise's capabilities and fortifies its readiness to navigate forthcoming changes, seamlessly melding into the very fabric of its business culture.

In the intricate choreography of modern businesses, change management takes the spotlight as coveted expertise, as heralded by Senior (2002). Yet, it emerges as one of the enigmatic leadership skills, a realm illuminated by Armenakis and Harris (2002). Self and Schraeder (2009) accentuate the context-specific essence of a change management process, where an array of strategies may kindle the flames of success. What once thrived in the annals of the past carries no covenant for future success, for each change management strategy must don the cloak of adaptability, tailored to the ever-shifting terrain of the organizational landscape and its nuanced complexities, as elucidated by Zeffane (1996).

In the realm where myriad factors transform concurrently — processes, tools, roles, and more — the journey of change assumes its complexity. Effective change reverberates in both top-down and bottom-up cadences, intertwining a multitude of activities with a resounding human element. Anchored in the metrics of measurement, it quantifies objectives and charts the trajectory towards their realization.

Change, a realm of uncharted territories, bears inherent risk, as noted by Will (2014), thus demanding judicious handling. Beer et al. (1990) resonate with the sentiment that top-down reform approaches may fall short and cast shadows on future triumphs. The tempest of resistance to change swells if the change process bears flaws, an observation by Bennebroek Gravenhorst et al.

Effective change management is a voyage neither facile nor conventional. Hayes (2007) illumines this path, characterizing change management as a voyage into the heart of organizational effectiveness. It entails the identification of pivotal adjustments to amplify performance and meticulously determining pragmatic methodologies. Anchored in organizational preparedness for the change journey (Weiner, 2009; Neves, 2009), the enterprise stands resilient to confront emerging challenges.

Change management unveils itself through a triptych of phases, ushering people, groups, and organizations through the labyrinth of transformation. Lewin's (1951) trifold model emerges as a guiding light, dismantling opposition and nurturing the sustaining momentum of change. This framework hinges on the premise that equilibrium between propelling and resisting forces keeps change aims and underlying social processes poised for instability, as postulated by Cummings (2004). Lewin's model, a paragon of change orchestration, has stood the test of time for over six decades, a testament echoed by Weick and Quinn (1999).

Cummings and Jashapara (2004) illuminate Lewin's change management paradigm, an opus comprising three movements: unfreezing, moving, and refreezing. The overture of unfreezing sets the stage, motivating and curbing factors that shroud the status quo. Moving emerges as the crescendo, shifting change's spotlight onto a new tier of behaviour. Refreezing, the denouement, cultivates novel habits and metamorphoses, echoing through the corridors of institutionalized change, anchored in supportive mechanisms, policies, structures, and the very soul of organizational norms. A symphony of options to manage resistance to change unfurls, encompassing education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-optation, and the nuanced interplay of explicit and implicit coercion.

**Transco companies play a vital role in India's power sector, ensuring the reliable and efficient transmission of electricity across the country.** Their expertise in bridging the gap between power generation and consumption is essential for meeting the diverse energy needs of India's population.

Transco companies manage intricate grid networks, transmission lines, substations, and other critical infrastructure to facilitate the seamless transportation of electricity across vast distances. This ensures equitable power distribution and reduces energy wastage.

Furthermore, Transco companies play a crucial role in integrating renewable energy sources into the national power grid. By efficiently transmitting and distributing renewable energy, they contribute to India's goals of reducing carbon emissions and transitioning to a more sustainable energy future.



In addition, Transco companies leverage advanced technologies to enhance grid reliability, stability, and efficiency. This includes the use of smart grids, digital monitoring systems, and real-time analytics to optimize grid operations and prevent outages.

Overall, Transco companies are indispensable for India's progress and development. Their contributions to energy security, sustainability, and equitable power allocation are essential for shaping the nation's energy landscape and driving its aspirations towards a promising future.

### **Research methodology**

This paper uses secondary data to compare how Maha Transco Company and TS Transco Company handle organizational change. Focusing on the Maha Transco Company and the TS Transco Company, this study evaluates their respective missions and goals in addition to their levels of Corporate Social Responsibility. This study compares and contrasts two Transcos by examining the definition of change management, change management principles, and change management practices."

### **Objectives of the Study:**

1. To study the vision, mission, and corporate social responsibility of Maha Transco and TS Transco companies.
2. To analyze the corporate social responsibility of Maha Transco and TS Transco companies.
3. To understand customer perceptions towards reliable electricity and affordable charges for their customers.

Both Maha Transco and TS Transco have demonstrated significant improvements in their operations through effective change management. These advancements align with global trends in the power transmission industry, where organizations are increasingly adopting innovative technologies and strategies to enhance efficiency, sustainability, and customer satisfaction. For example, in the United States, the Tennessee Valley Authority (TVA) has invested heavily in smart grid technologies to improve grid reliability and reduce energy losses. In Europe, the National Grid in the UK has implemented advanced analytics to optimize grid operations and integrate renewable energy sources. Similarly, in China, the State Grid Corporation of China has constructed ultra-high-voltage transmission lines to transport electricity over long distances and improve grid stability.

These examples from around the world demonstrate the growing importance of effective change management in the power transmission industry. By investing in innovation, developing a skilled workforce, and prioritizing customer experience, power utilities can enhance their operations, contribute to a more sustainable energy future, and meet the evolving needs of their customers.

### **Customer Perception Towards Selected Transco Companies (after significant change management practices were deployed)**

The assessment of customer perception concerning the chosen Transco companies holds significant importance within the context of their service and operational paradigms, exerting discernible influence on their reputation and integrity in an increasingly competitive and globalized energy landscape. The comprehension and subsequent redressal of customer feedback assume paramount significance in augmenting contentment, fostering trust, and

fortifying loyalty, constituting a fundamental prerequisite for the ongoing enhancement of the companies' product portfolios and overarching performance.

In a world grappling with pressing global issues such as climate change, energy security, and economic uncertainty, customer satisfaction has become a critical factor for the success of any business, including power transmission companies. By understanding and addressing customer concerns, these Transco enterprises can mitigate risks, improve operational efficiency, and contribute to a more sustainable and equitable energy future.

Employing a structured scrutiny of customer viewpoints, these Transco enterprises possess the means to intricately calibrate their approaches, thereby harmonizing them more effectively with the discerned requisites and anticipations of their clientele.

#### Crosstab

Count

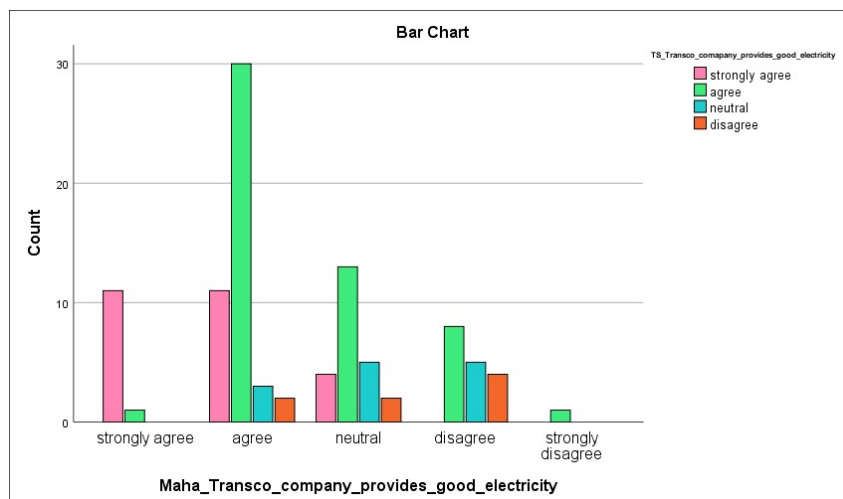
		TS Transco company provides good electricity.				Total
		strongly disagree	disagree	neutral	agree	
Maha Transco company provides good electricity	strongly disagree	11	1	0	0	12
	Disagree	11	30	3	2	46
	Neutral	4	13	5	2	24
	Agree	0	8	5	4	17
	strongly agree	0	1	0	0	1
Total		26	53	13	8	100

#### Chi-Square Tests

	Value	Df	Asymptotic significance (2-sided)
<b>Pearson Chi-Square</b>	46.577 <sup>a</sup>	12	.000
<b>Likelihood Ratio</b>	46.099	12	.000
<b>Linear-by-Linear Association</b>	25.772	1	.000
<b>N of Valid Cases</b>	100		

a. 13 cells (65.0%) have an expected count of less than 5.  
The minimum expected count is .08.

In the above table, both Transco companies maintained good electricity for their customers, and the Pearson chi-square value is .000, meaning rejecting the null hypothesis and accepting the alternative hypothesis. That means there is a significant association between Maha Transco and TS Transco in providing good electricity to their customers. Both Transco companies maintain good electricity quality for their customers.



**Maha Transco maintains affordable charges \* TS Transco maintains affordable charges.**

**Crosstab**

Count

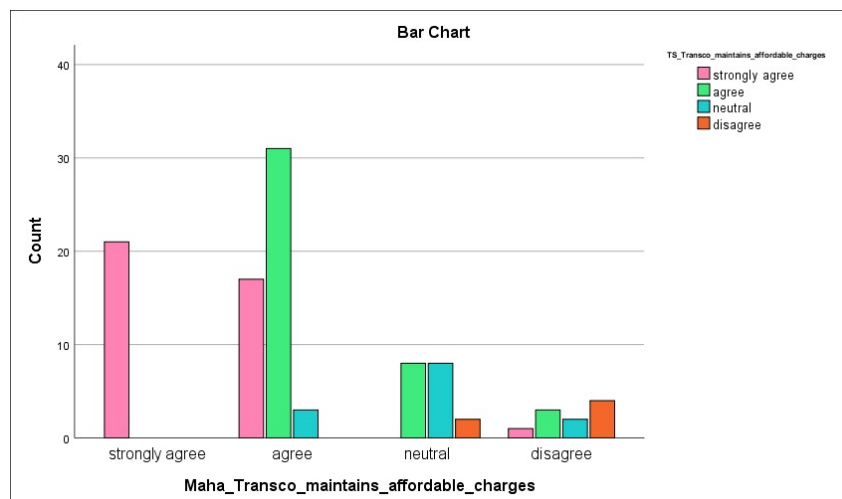
		TS Transco maintains good standards.				Total
		strongly disagree	disagree	neutral	agree	
Maha Transco maintains affordable charges	strongly disagree	21	0	0	0	21
	Disagree	17	31	3	0	51
	Neutral	0	8	8	2	18
	Agree	1	3	2	4	10
Total		39	42	13	6	100

**Chi-Square Tests**

	Value	Df	Asymptotic significance (2-sided)
<b>Pearson Chi-Square</b>	86.261 <sup>a</sup>	9	.000
<b>Likelihood Ratio</b>	87.568	9	.000
<b>Linear-by-Linear Association</b>	50.059	1	.000
<b>N of Valid Cases</b>	100		

a. nine cells (56.3%) have an expected count of less than 5. The minimum expected count is .60.

In the above table, both Transco companies maintain reasonable, affordable charges for their customers, and the Pearson chi-square value is .000, meaning rejecting the null hypothesis and accepting the alternative hypothesis. That means there is a significant association between Maha Transco and TS Transco in maintaining good standards for their customers. Both Transco companies maintain exemplary quality standards, and even low-income people can afford to pay the electricity charges.



### **Conclusion**

This research demonstrates that both Maha Transco and TS Transco have successfully implemented effective change management practices, leading to significant improvements in their operations, employee satisfaction, and customer service. While both companies have exhibited strengths in different areas, Maha Transco's strategic goal setting and TS Transco's focus on employee compensation have been particularly noteworthy. The findings of this research highlight the importance of effective change management in driving organizational success not only in India's power transmission industry but also globally. As the energy sector continues to evolve in response to technological advancements, regulatory changes, and increasing energy demand, the ability to adapt and innovate through effective change management will be crucial for ensuring the continued reliability and efficiency of power delivery worldwide. The success of Maha Transco and TS Transco in implementing change management practices can serve as a valuable benchmark for other power transmission companies, both domestically and internationally. By understanding the strategies and approaches adopted by these companies, other organizations can learn from their experiences and identify best practices to improve their own performance.

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