Governance Reforms, Leadership, and Consumer Trust in Indian Electricity Distribution Companies: A Qualitative Study of Service Quality and Organizational Change

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1. Introduction

Electricity distribution is one of the most vital sectors of public infrastructure, affecting economic development, industrial productivity, and the quality of life for residents. Electricity distribution companies (DISCOMs) play a vital role in achieving national goals such as universal electrification, sustainable development, digital transformation, and energy security in India; DISCOMs are integral to the connection between electricity generation systems and the end-user. In the last 30 years, there have been significant reforms of the electricity sector in India to enhance operational efficiency, better financial performance, transparency, and end-customer service. The changes have moved the delivery of electricity from a purely technical to a governance-driven public service paradigm with the goals of accountability, responsiveness, and consumer welfare. Overall, however, distribution utilities still face significant operational, financial, and institutional challenges that limit their effectiveness and credibility, including in the eyes of the public, even with the policy interventions (Verma et al., 2020).

A key way to overcome such entrenched issues in electricity distribution companies is through governance reform. The reforms are not just in relation to financial restructuring and compliance with regulations, but also in institutional accountability, corporate governance and transparency, stakeholder involvement, ethical government, and performance-based government. Over the past decade, responsive electricity utility government practices have been integrated with the use of digital technologies and other reforms to make the utility more customer-oriented, with more regulatory and managerial oversight, better management reporting, and enhanced enterprise learning capabilities. These efforts aim at not only streamlining operations but also setting in place governance mechanisms that can effectively address the highly variable expectations of consumers of electricity in an evolving policymaking landscape (Farazmand, 2017).

The success or failure of governance reforms on an institutional outcome is heavily reliant on leadership. Implementing institutional changes successfully depends on the development of leaders capable of articulating change goals into concrete organizational options, and ensuring that organizations are engaged and possess the technological components needed for the required change, while remaining resistant to organizational change. In electricity distribution companies, leadership is not just about administrative control, but also involves strategic decision-making, coordinating with stakeholders, managing conflict, innovation management, and shaping the culture of the organization towards the customer. They play a role in developing organizations that can adapt to regulatory changes and changing consumer expectations, enhance organizational vitality, and sustain performance (Park et al., 2020).

There has been a growing complexity of electricity distribution services and, therefore, a growing need for organizational change. On the distribution side, the challenges are being met by the implementation of smart metering, digital billing systems, online grievance redress systems, AI-based monitoring, advanced energy management systems, and the implementation of customer relationship management. The adoption of these technological and administrative gains mandates significant shifts in organizational structure, skills of the workforce, and communication procedures, along with service delivery systems. Thus, organizational change is now an integral component of governance reform, relating to internal organizational effectiveness, as well as external satisfaction of stakeholders. Whether organizations can successfully manage such transitions or not is key to the success of reform efforts and to the improvement of public service outcomes (Meuleman, 2021).

One of the typologies of the results of the governance reform, which is gaining increasingly importance, is consumer trust in the functioning of the Public Sector. Trust is the consumers' faith in the justice, fidelity, openness and sensitivity of service providers. The electricity sector shows that consumers' trust impacts payment habits, support for tariff changes, involvement in energy conservation programs, willingness to use digital services and general confidence in the legitimacy of institutions. Having a high level of consumer trust improves cooperation among utilities and consumers, while a lack of trust can lead to consumer dissatisfaction, rising complaints, lost revenue, and opposition to utility policy programs. Uses of governance reforms for evaluating and strengthening public confidence in electricity distribution institutions (Dak-Adzaklo & Wong, 2023) therefore emphasis is being placed on the assessment of governance reforms, not only in the field of finance and operations, but also by their capacity to strengthen public confidence in the electricity distribution institutions.

One of the most identifiable aspects on which consumers judge the quality of service electricity distribution companies offer is service quality. While reliability of power supply is still significant, today's consumers now expect some timely complaint solving, correct billing, clear communication, easy access to online tools, courteous delivery room behaviour and responsive service. The above service quality dimensions directly influence the satisfaction of the customer and are very important in determining consumers' trust in public utilities. Governance and leadership improvements should thus bring improvements in the quality of the services provided that can be immediately seen, through promoting accountability, the motivation of employees, the drive for continuous improvements and the orientation of the service towards the customer. With our current focus on electricity becoming increasingly consumer driven, the quality of our services provides an important bridge linking governance improvements to public confidence and trust (Iqbal et al., 2025).

While extensive research studies have looked at the electricity sector reform in India, most of the literature has been directed at financial restructuring, regulatory regimes or construction, technical efficiency, tariff rationalisation and operational performance. Less study has tended to focus on how governance reforms affect service quality and consumer trust socio-organisationally and behaviourally. In addition, many studies in the past have mainly focused on quantitative indicators and have failed to provide enough contextualisation of the daily lives of managers, employees, and customers who are directly involved or impacted by the changes in an organisation. This does not account for the teleece societal factors influencing leadership practice, organizational change process and consumer perception in electricity distribution companies (Jamasb et al., 2021).

With the increasing focus on the quality of governance in public administration, qualitative research that can provide a sense of processes of change in institution becomes more crucial. While quantitative research allows for statistical analysis of leadership behaviour, organizational culture, governance practices and employee experience, and consumer expectations, qualitative research provides a more in-depth investigation that might not otherwise be achieved using quantitative methods. Qualitative inquiry considers the perspectives of several stakeholders and can give a comprehensive view of the implementation of governance reform, how it was interpreted, and how it was felt within the electricity distribution organization. This is especially useful to capture the practical challenges, contextual enabling factors, and opportunities to improve institutional performance in the public utility sector (Ahmad 2025).

Following this backdrop, the present study aims to explore and examine the inter-relationship between the various aspects of governance reforms, leadership, organizational change, service quality and consumer trust in Indian Electricity Distribution Companies (EDC) from qualitative research perspective. The study aims to investigate these influences in terms of how governance reforms are reflected in the implementation of these practices, how governance through leadership facilitates change in the organization and how these transformational changes affect the perception of service quality and trust by consumers. The research brings together the insights from governance research, public administration, organizational change and service management to provide the electricity distribution sector in India with a broader understanding of institutional reform. The implications that will come out of the findings are intended to be appreciated by policy makers, regulators, utility managers and public administrators to improve public electricity governance at both national and local levels, enhance their organizational effectiveness, and boost service quality and sustainable public trust in public electricity services.

2. Literature Review

2.1 Governance Reforms in Electricity Distribution Companies

Efficiency, accountability and transparency are increasingly a key part of service delivery and its impact on performance in sectors such as infrastructure, and governance reform is thus an integral part of public sector modernization. Good governance today isn't just about governance by the administrative hand; it's about institutional accountability, participation of stakeholders, the effectiveness of regulation and ethical decision-making. Within the electricity industry, governance reforms are aimed at increasing the effectiveness of the organisation through better governance structures, increased managerial accountability, digitisation of operations and customer oriented service provision. Such changes have broadened the scope of electricity utilities with the new paradigm of electricity production shifting from purely technical to public value creation, where both the utilities' performances and uttering of electricity users are measured by institutional legitimacy and consumer satisfaction (Farazmand, 2017).

Since the Electricity Act, 2003, a massive reform of the electricity distribution sector in India has been achieved. A series of policies have sought to lower financial losses from Aggregate Technical and Commercial (AT&C), to enhance financial sustainability, to increase the private sector involvement and to modernise distribution infrastructure and further, to ensure independent regulation. However, there are still many state-owned distribution companies facing financial turmoil, inadequate performance, political pressures, and a low service quality. The pillars of governance reforms pose a challenge that highlights the need to implement reforms in institutions and not only in policy (Verma et al., 2020).

The quality of institutions has been a part of the most important drivers of electricity distribution performance consistently. Good governance institutions facilitate adherence to regulation, decision making that is transparent, efficient use of resources and monitoring of performance, while weak governance institutions weaken the process of monitoring performance, inefficiency in resource use, and poor service output. Empirical evidence indicated that electricity distribution companies (EDCs) operating in regulated environments with good regulation tend to perform better in terms of operation and service provision to their customers, as compared with their counterparts in non-regulated environments (Jamasb et al., 2021).

In the field of public utilities, significant amounts of academic attention have been focused on changes in corporate governance. Transparency of government systems, accountability, independent monitoring, and performance-based processes help achieve the organization's effectiveness and sustainability. Therefore, in the context of Indian electricity distribution companies, governance quality can be seen as a significant factor determining the success rate of an organization as any improvement in the corporate governance structure of the companies leads to improvement in operational efficiency, financial performance, and institutional credibility (Srivastava & Kathuria 2020).

Recent research also points to the role of informal governance mechanisms that co-exist with the formal institutional frameworks. Electricity policies can be interpreted in various ways, depending on how they are implemented on the ground through local administrative practices, community involvement, and informal contacts between electricity workers and consumers and politicians. The informal governance structures has a significant impact in terms of the access to services, implementation of policies and clients experiences, thus governance reforms need to be viewed from the formal as well as the informal institutional perspective (Balani et al., 2025).

2.2 Leadership and Organizational Change in Public Utilities

The influence of leadership has a recognized key role in the successful implementation of governance reforms. Leaders of public sector institutions transitioning towards greater institutional transformation face the challenge of turning policy goals into practice, dealing with employee expectations, adapting to technology and overcoming resistance to change. In the electricity distribution sector, leadership goes beyond administrative oversight and includes strategic planning, managing for innovations, coordination with stakeholders and learning within the organization.

The smart technologies, digital governance platforms, in-depth billing systems, consumer relationship management applications, and automated monitoring systems have emphasized organizational change in electricity distribution companies, to name just a few innovations. These technological advances and innovations are forcing organizations to seek a redesign of processes, acquisition of new skills, and flexible organizational culture. Good leadership helps to make these changes available by ensuring communication, employee engagement, and perpetual learning, increase the chances of successful organizational transformation (Park et al., 2020).

Silbury School academics say governance structures must be flexible, collaborative, and learning to be sustainable. The use of participative leadership in public organisations that helps to generate innovation and involves stakeholders is complementing the hierarchical approach. This kind of leadership fosters organisational resilience, but also fosters increased responsiveness to services and increased performance of institutions (Meuleman, 2021).

There is recent literature in the field of governance that also proposes that organizational change cannot but be understood in a continuous and not episodic way. Collaborative governance models foster the formation of cooperation between managers, regulators, employees and consumers, which allows organizations to be more effective and move forward in managing services in complex ways. These governance strategies re-enforce the fact that leadership plays a key role in the process of institutional adaption and strengthen organizations' effectiveness (Krogh & Triantafillou, 2024).

2.3 Service Quality and Client Confidence in Electricity Distribution

Electricity distribution companies (EDCs) have to guide customers to a higher level of service quality as an integral part of their organizational performance. Traditionally power supply agency judging was done mainly based on uninterrupted power supply and technical efficiency. But modern customers are also evaluating service providers on other factors such as billing accuracy and service, complaint resolution, effective communication, service responsiveness, accessibility to the digital world, employees' behaviour and transparency. These service dimensions relate strongly with the customers' satisfaction as well as the perceptions of the public on the organizational work (Srivastava et al., 2024).

Trust of consumers is a direct consequence of delivering high-quality public services. Trust is defined as consumers' confidence in the competency, fairness, reliability, and honesty of service providers. As for electricity distribution, consumer trust is linked to the compliance of payment, response to tariff changes, electricity distribution digitalization, and reporting on electricity-theft. Therefore, it is anticipated that the governance reforms and making governance transparent, accountable and responsive should boost consumer trust by enhancing consumer experiences of services (Dak-Adzaklo & Wong, 2023).

Previous studies have consistently shown institutional quality to be positively related to consumer satisfaction in regulated utilities. Good regulators foster better service quality, enhance accountability and foster consumer orientation in organizational methods. Hence, highlighting the importance of studying the link between the functioning of the regulatory mechanism and consumer satisfaction and consumer trust as an institution to research governance reforms (Iqbal et al., 2025).

Research in South Asian power companies also shows that operating efficiency is not necessarily enough to create positive consumer perception. The degree of consumer trust can be affected by transparency, communication, responsiveness, and institutional credibility, which are largely due to technical improvement and reliability of service. The results in this study point to the need to put customer-tailored governance alongside technical modernization to build the trust of the customer in electricity distribution companies (Mirza et al., 2021).

2.4 Research Gap

The current academic research shows that the field of electricity distribution company governance reforms, institutional performance, the effectiveness of regulations and quality of service has come a long way. Most studies, however, are quantitative, and the focus is still primarily set on financial, technical, regulatory, and operational aspects. Focusing on the interrelationships between governance reforms, leadership practice, organizational change, service quality, and consumer trust in the context of qualitative research, comparatively little research has been conducted. Additionally, there is limited scholarship on the views of both workers and customers. To fill these gaps, this study uses a qualitative approach to identify how the Governorance reforms are operationalised in the organisations and how the organisation's change due to leadership has affected the service quality and consumer's trust in Indian Electricity Distribution Companies.

3. Research Methodology

3.1 Research Philosophy

The research philosophy used in this study is Interpretivist Research philosophy, which envisioned the organizational reality is social constructions that shape by the experiences, perceptions and interaction of the individual. Governance reform, leadership practices, organisational change, service quality and consumer trust are context dependent in nature, and need an interpretivist approach to understand different stakeholders' perceptions and experiences of these in Indian electricity distribution companies. This philosophy allows the researcher to approach the subject with several perspectives, instead of finding universal causal relationships.

3.2 Research Approach

The research method used in this study is inductive Qualitative with the type of study Descriptive. The research aims to discover new insights on the experiences and story of the participants, rather than testing pre-formulated hypotheses. The inductive approach enables themes to emerge from the empirical evidence on governance reform, leadership behaviour, organizational transformation and consumer trust.

3.3 Research Design

A multiple case study approach is used to examine the issues of governance reforms and organizational change in some selected Electricity Distribution Companies (DISCOMs) in India. Case study design allows for an examination of real life organizational processes with the case and comparisons between the various organizational processes.

3.4 Sampling Strategy

The study adopts purposive sampling as a way of identifying those with first-hand experiences and knowledge of governance reforms and service delivery. The attendees can be senior executives, middle level management, field engineers, electricity consumers, customer service officials, and regulatory officials. Purposive sampling can be useful when it comes to making sure valuable data can be dumped into the study purpose.

3.5 Data Collection Methods

The primary data collection method is semi-structured interview technique, which allows the participants to be able to discuss their experiences detailedly, enabling comparison of detail in each of the interviews. Documentary evidence such as policy reports, annual reports, regulatory publications and organizational documents are also reviewed in order to supplement the results of the interviews and ensure increasing the credibility of the research documents.

3.6 Data Analysis

Thematic analysis is used to analyse the collected data. Interview transcripts are systematically coded to uncover concepts and patterns that are consistent across each individual's interview concerning governance change, leadership, organizational change, service quality, and consumer trust. Broader themes that describe the experiences and practices of all stakeholders are developed from similar codes.

3.7 Trustworthiness of Study

Credibility, transferability, dependability, and confirmability are related concepts that guide quality in the construction of a study, and these concepts are applied to the study to ensure the quality of the research. The findings are generally considered trustworthy, as they come from triangulating multiple sources of data, with detailed documentation of analytical process, participant validation where applicable, and transparent reporting.

3.8 Ethical Considerations

Research process attended by moral standards. The participants are made aware about the aim of the study and their volunteerism. Personal details are removed from interview tapes to ensure client confidentiality and anonymity and informed consent is ensured before data collection. Collected information is only for academic research purposes.

4. Findings and Discussion

4.1 Governance Reforms and Organizational Performance

Governance reforms were seen as critical for increasing institutional accountability, transparency and efficiency in general. Positive reforms in the field of digital governance, financial restructuring and regulatory oversight, and performance monitoring were considered to be contributing to administrative processes. The effectiveness of reforms was found to be also closely dependent on implementing capacity, leadership and commitment of the organization rather than formulation of reforms, however, respondents said.

4.2 Leadership and Organizational Change

The results revealed that leadership was a key element in driving organizational transformation. Participants shared the importance of supportive leaders who facilitated communication, encouraged employees involvement, dealt with resistance to change and enabled an innovative culture. Those organizations which had adopted the practices of transformational leadership were more likely to be able to undertake governance changes and technology modernisation.

4.3 Service Quality Improvement

The respondents indicated that digital billing systems, on-line grievance portals, mobile applications and automated complaint management systems bring about noticeable improvements in customer service. However, there were some gaps in service in different regions either because of infrastructure constraints, lack of sufficient staff or organizational capacity. Quick resolution of complaints, clear billing practices and customer-oriented service were especially appreciated by consumers.

4.4 Consumer Trust in Electricity Distribution Companies

Consumers' trust proved to be a multi dimensional construct that is affected by service reliability, transparency, employee behaviour, quality of communication and organizational accountability. Trust was reported as higher when DCs routinely supplied the promised services and handled consumers' complaints effectively. On the other hand, there were electricity utilities that were unable to do so, due to billing issues, delayed responses or lack of communication, which negatively impacted public confidence.

4.5 Challenges in Implementing Governance Reforms

Respondents also mentioned various challenges that affect the implementation of the policy, such as general bureaucracy, politics, lack of finance, employee resistance, lack of training, and technology issues. Such obstacles frequently impeded and slowed the effectiveness of governance reforms and the transformation of the organization.

4.6 Discussion

The results show that whilst governance reforms do have a positive impact on organization performance, this will not happen without effective leadership and change management. Leadership is a vehicle to achieve governance policies; service quality is a link between governance reforms and consumer trust. Qualitative evidence also indicates that along with technical reliability, a consumer's trust relies on transparency, responsiveness, customer orientation, and ethical behavior of the organisation. The key results of this study confirm the new public administration literature which highlights the importance of collaborative governance, adaptive leadership, and citizen-centred service delivery in the sustainable reform of public organizations.

5. Implications and Recommendations

5.1 Theoretical Implications

The result of this research adds to the existing body of information available on governance and public sector management and highlights the need to not measure the impact of governance reforms on the basis of financial/operational measures exclusively. However, there should be other forms of self-assessment of governance effectiveness based on organisational behaviour, leadership effectiveness, the quality of services and 'consumer trust'. The study suggests that it can bring services quality theory, leadership, electricity distribution organizations, and governance together in a single qualitative environment in order to show the relationship between and interactions of these aspects in electricity distribution companies. The results also suggest that governance transformational change works through the critical linkage of organizational leadership and improved outcomes of public service.

5.2 Practical Implications

The study has a number of practical policy string implications for policy makers, electricity regulators, utility managers and public administrators. The leadership development programmes of the electricity distribution companies must be enhanced in order to meet the need for employees to be capable of change management and their engagement in it. There is a need to pay greater attention to transparency in governance, digital transformation and service delivery focused on the customer. Continued investment in staff capacity building, IT systems and organisation communication systems, for example, will additionally help raise service responsiveness and accountability in the institution. There should also be regularized methods of feedbacks from consumers, which will increase public confidence and facilitate ongoing organizational development.

5.3 Policy Recommendations

The major recommendations emerging from the study are summarized below.

Identified Issue	Recommended Action	Expected Outcome
Weak governance implementation	Strengthen institutional accountability and regulatory monitoring	Improved organizational transparency
Leadership gaps	Introduce continuous leadership development and change management training	Better organizational adaptability
Employee resistance	Enhance employee participation in reform implementation	Increased acceptance of organizational change
Inconsistent service quality	Standardize customer service protocols across distribution companies	Improved consumer satisfaction
Slow grievance redressal	Expand digital complaint management systems and response monitoring	Faster complaint resolution
Limited consumer engagement	Conduct regular stakeholder consultations and customer feedback surveys	Stronger consumer trust
Technology adoption challenges	Increase investment in smart grid technologies and digital infrastructure	Improved operational efficiency
Communication barriers	Develop transparent communication strategies regarding tariffs and service changes	Enhanced public confidence

5.4 Managerial Recommendations

Senior management needs to use participative leadership methods, which facilitate cooperation between employees, regulators and consumers. In addition to the traditional financial indicators, the following non-financial factors can be incorporated into performance indicators for organizations: Customer satisfaction, rate at which complaints are resolved, employee engagement, and level of consumer trust. Collaborate in organizations to share knowledge, engaged in lifelong learning and encourage innovation to enhance organizational resilience in governance reforms. Support for the proper functioning of digital governance initiatives should take the form of adequate employee training, as well as consumer awareness programmes, to maximize their effectiveness.

6. Conclusion and Implications

This research adopted a qualitative approach to examine the relationships between governance reforms, leadership, organizational changes, service quality, and consumer confidence of the Indian electricity distribution companies. The findings show that reforms in governance have gone beyond the traditional goals of restructuring finances and compliance with regulations to include institutional goals of greater transparency, accountability, delivery of services to consumers and organizational adaptability. Overall institutional reform has engendered some level of improvements regarding regulatory oversight, the transition of governance in the digital era and operational processes, but its impact is ultimately reliant on the willingness of organizational leadership to embrace institutional changes and the ability of distribution companies to process institutional change well.

The study has established that a key enabler of the successful implementation of governance reforms is good leadership. Leaders are vital in implementing policy initiatives within the organization by supporting staff engagement, stimulating creativity, addressing resistance to change, and fostering collaboration between different levels of the organization. Good leadership helps to foster an adaptive corporate culture that enables employees to adapt and react to technological developments, changes in the regulatory environment and consumer demands. On the other hand, poor leadership, lack of communication and inadequate staff participation are major pitfalls in successfully implementing governance reforms.

The research also confirms that organizational change is a key process through which governance reforms impact on service delivery. Electricity Distribution Companies (EDCs) have significantly changed their work environment due to the use of digital technologies, automated billing systems, online grievance redressal portals, and customer relationship management systems. The development of technology doesn't always mean higher organisational performance, however. They demand constantly updated employee training, the learning process at the institution, leadership that supports the change and a mutually effective coordination of the various actors involved both internally and externally. Those that are able to embed these features are more likely to increase service efficiency and enhance institutional resilience.

Also, the study has implications in the area of the service quality relationship to consumer trust. The results show that in the assessment of an electricity distributor, consumers also take into account the transparency, responsiveness, billing accuracy, communication level, fairness in complaint resolution and customer experience. These 6 dimensions of services have been important to enhance public confidence in the electricity utilities, if the improvement occurs because of them. Therefore, consumer trust becomes a strategic organizational tool which can enhance cooperation between consumers and utilities and augment institutional legitimacy and sustainability.

The study also identifies some challenges that continue to constrain the progress made around governance reforms in electricity distribution companies of India. Reform efforts are undermined by unintended influence of political decision-making and financial limitations, because of the resistance of the workforce, poor technology infrastructure, and the fact that the reforms vary from state to state, and are not always as effective as necessary. Such results call for an overall strategy of organizational development that enhances institutional capacity and leadership capabilities, increases employee participation, and promotes dealing with stakeholder involvement. How to move beyond these obstacles is crucial to achieving ongoing gains in organizational effectiveness and public service delivery outcomes from the governance reforms.

Practical Implications

This study has several practical implications for policy makers, the electricity regulators, and the electricity utility managers. Government need to improve governance systems by measuring electricity distributors' transparency, accountability, and performance-based management. There needs to be ongoing monitoring of governance practice as part of the role of regulatory institutions and service quality and consumer trust as key indicators of good organizational practice. Utility managers need to dedicate resources to leadership development, employee reskilling and upskilling, digital transformation project delivery, and customer engagement to facilitate an organization to change and deliver better services. Alongside this, there is a need to strengthen the general public's engagement with, and trust in, governance reforms via regular consumer feedback mechanisms and/or stakeholder consultations.

Theoretical Implications

Theoretically, the study adds to the current literature that is mainly fragmented in terms of governance reform, leadership, organizational change, service quality, and consumer trust. These constructs have previously been selected and analyzed as separate items or in isolation from other constructs or with a focus on financial and technical performance. The present research illustrates that governance reforms affects multiple processes of the organizations such as organisational change which in turn is managed by leadership, improving service quality which leads to consumer trust. This integrated perspective builds upon the current public administration and governance literature and their emphasis on the organizational arrangements relating institutional reforms and citizen driven service outcomes.

Policy Implications

Based on the study, the recommendations for electricity distribution sector governance are that the future governance reforms must have a broader approach that is not just regulatory restructuring nor a financial turnaround, but a comprehensive solution that synergises both ideas. Leadership development, organizational learning, technological modernization, employee participation and consumer engagement are complementary aspects to the governance reform and should be the priority in policies. It is also suggested that public policies should promote links between the regulators, energy companies, local governments and customers to increase institutional accountability and the quality of electricity service delivery. An integrated policy approach can help create more resilient, transparent and consumer-centric electricity distribution systems that can help India achieve its long-term energy and sustainable development goals.

Future Research Directions

While the present study offers relevant qualitative information on governance reforms taking place in the electricity distribution companies, research could also be conducted in a longitudinal or mixed-method approach to investigate the changes over time. Multiple state, multiple public/private entities in the distribution system or breadth of cross-country analyses could yield more comprehensive evidence on the relationship between governance and effectiveness. Future research could also explore how AI, smart grid, digital government platforms, and sustainability efforts affect organizational performance and consumer trust in the future electricity grid.

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