Beyond the Quick Fix Model – Evidence from Telecommunication Giant of Pakistan "PTCL"

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Abstract:

This research study was done to examine that using "Beyond the quick fix model" how we will identify the challenges of PTCL and suggestion as OD consultant will be given for the development of this organization. The research emphasis on the facts that Organizations are aware of their holistic nature and the way their stakeholders are affected with such changes. These changes therefore encourage organizations to develop their organizations and increase their effectiveness for competitiveness and sustainability in the longer run through planned changed efforts. As PTCL privatization took placed in 2005 and having up to 65000 employees, it was the most challenging task for Etisalat who took over the 100% charge of management to offer VSS to employees. The first VSS was offered in 2008 in which approximately 30000 employees acquired VSS and second was offered in 2012 which did not attract to number of employees and only up to 7000 employees were benefited by it. It was one of the biggest challenges for Etisalat to right size the number of employees in order to tackle the further issues. We have decided to apply Ralph Kilmann Model for PTCL because it's a long process that is beyond the quick-fix and it is divided into proper steps or tracks for every problem. Also PTCL is having different problems regarding top management behavior, employee's behavior, status quo issues, competitors are increasing, network failure issue and bribery culture. As an OD consultant, it is concluded that PTCL is very huge company, and had been having status, 74% public and 26% private. It was one of the giant companies which were privatized in the history of Pakistan.

Keywords: Organization Development, Beyond Quick Fix Model, PTCL

1. Introduction

PTCL has designed and provided road map to new market in telecommunication sector and has brought dramatic change in technology which has put it up at new heights. Millions of people currently demand and insist to introduce new products and ideas. PTCL is performing leading role in technology sector in Pakistan which is contributing to improve standard of living, awareness to new technology and add values to individual lives, it is exemplifying the spirit of modernization, transformation and innovation.

PTCL is also enjoying the monopoly in the industry (Wire line Products) as it is used to be into the public sector. A rapid transformation from public sector to privatization bring the lot of change weather just transformational or transactional, it changed.

1.1 Background of Study

As far as PTCL is concerned it's a huge organization consisting of many departments, 35000 plus employees and numerous exchanges and 28 exchanges alone in Karachi. It is quite challenging to bring change in the company which had been public company and had the mindset of the same.

PTCL privatization took placed in 2005 and having upto 65000 employees, it was the most challenging task for Etisalat who took over the 100% charge of management to offer VSS to employees. The first VSS was offered in 2008 in which approximately 30000 employees acquired VSS and second was offered in 2012 which did not attract to number of employees and only upto 7000 employees were benefited by it. It was one of the biggest challenges for Etisalat to right size the number of employees in order to tackle the further issues.

Initially the management had many challenges to run the company smoothly since the regular employees did not welcome the privatization step taken by Government of Pakistan.

1.2 PTCL as Corporate Organization

PTCL has been one of the largest telecommunication sectors of Pakistan and it has enjoyed its monopoly for decades, still the PTCL is the largest telecommunication network of Pakistan and leading in fixed line phone today as well.

It has been in the public sector from its launch but somewhere around in 2006 it was privatized to 26% percent, and now Etisalat Group is managing the overall operations and management . Due to privatization

many changed were come across and new products and technology introduced in Pakistan so rapidly. PTCL deals with numerous products, like Landline, Broadband internet services, V-fone (wireless), EVO and others as well.

To focus customers more closely, PTCL has executed a different and very customer centric strategy out there which is known as One Stop Shops (OSS) for resolution of its customers with convenience and started its operational activity in Karachi from May 2008.

In 2008, PTCL has came up with new concept of customer services which they named ONE STOP SHOP services, the purpose of opening the OSS was to quality services, availability of products, presence of PTCL and mainly one window operation.

The concept was created and shouted by company to all over country that now the PTCL customers can enjoy services on the way, on the go and wherever they find any OSS, they may visit and get their problem resolved, buy new product, avail new services and information as well.

This is only to facilitate customers with superior service quality through one window operation, every OSS is supposed to entertain all customers from different geographical locations in Karachi, and customers can avail all facility from its nearest and on the way OSS.

As the part of change, PTCL has reset its four below mentioned core values.

- Professional Integrity

- Team Work

- Customer Satisfaction

- Loyalty to the Company

2. Literature Review

2.1 Introduction

In the world of business, the only thing constant is change itself; it is woven into our professional and personal lives uninterruptedly. National and international events which occur in our external surroundings affect the way businesses are conducted. We are aware of the fact of how changes impact our individual lives and therefore organizations are no longer isolated as well.

Organizations are aware of their holistic nature and the way their stakeholders are affected with such changes. These changes therefore encourage organizations to develop their organizations and increase their effectiveness for competitiveness and sustainability in the longer run through planned changed efforts.

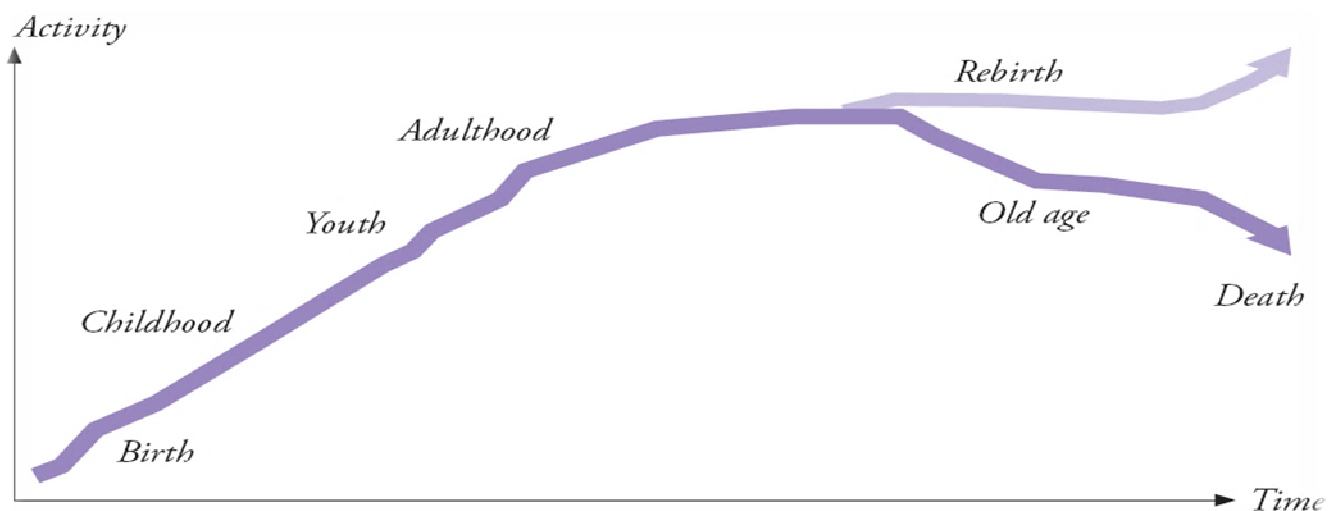### 2.2 Organizational Development (OD)

According to Bridges, W. (1988), Organizational Development (OD) is a field of study which focuses on the changes and the way the change affects the organizations and individuals working within those organizations to improve an organization's overall effectiveness through planned efforts. Organization development helps individuals and organizations to cope up with the change through developing strategies for planned change to improve the overall functions of an organization. The strategies for change can be for internal or external change or both.

Cumming & Huse (1989) suggests Organizational Development focuses on an organization's performance through improvement in the organizational culture, overall productivity and awareness to the environment. Career / professional development focuses on an incumbent's performance improvement or development. Though the concept of professional and organizational development is the same which caters to the development as required by the internal or external environment but the only difference exist in both the contexts are focuses.

Middlemist & Hitt (1988) advises organizational development as a systematic process so that an organization is envisioned to intensify an organizational effectiveness means for a planned change.

Cummings & Huse (1989) further proposes Organizational Development as a systematic application of behavioral science knowledge which is an ongoing process for improving an organizations performance through planned strategies, structures and processes.

Around the globe, organizational development is a not a new notion for the organizations and business professionals. The concept has just become more formalized with the passage of time. The professional development or career development term became more obvious with time as it ascertains individuals though the term organizations development is still ambiguous within a few organizations contexts.

2.3 Stages of Organizational Development

According to Sigrid et al. (2008), the phase at which an organization is very critical while determining the stages for the organizational development. For instance, a new organization might need to start its development by defining from the very initial points e.g. by re-defining its vision, objectives and shaping its strategies accordingly. Similarly, a matured organization may go back and review its original objectives to ensure effectiveness.

An organizational lifecycle detects the various developmental changes that can be required by organizations. Though it is evident that change is required not only for the legitimate reasons but for an organization's survival and long-term growth.

All organizations exist due to needs or demand or they are surviving due to the ideas. During the course of their Childhood, the foundation of an organization is developed i.e. their vision, mission, values and objectives. This further develops as the organization grows and then roles, strategies are further developed. As it reaches its adulthood, the organization matures and develops on its resources. Furthered to avoid old age and die, organizations go through a process of renewal.
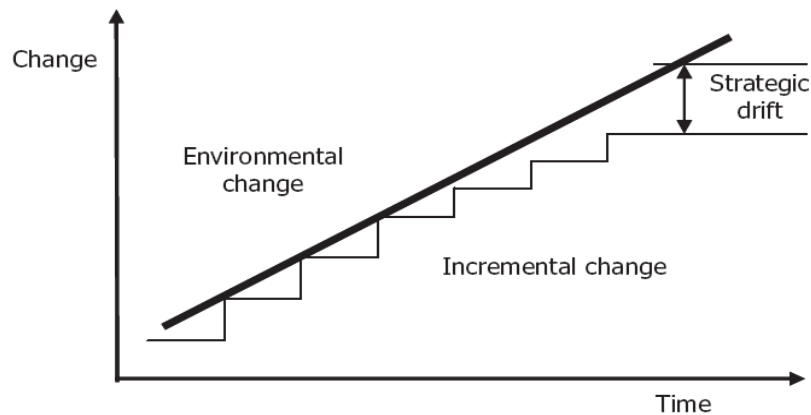
2.4 Organizational Development Strategies

For an OD Consultant, it is necessary to ensure that the OD strategies are moved from an idea to an implementation stage and later results are also measured. Kanter (1983) suggests that there are basically three sets of power tools that can be acquired by the individuals to gain power.

In the world of business, nothing remains constant when the drivers of organizational change. Historically, changes occurred due to the changes in demands of customers, advancements in the overall processes of the productivity. Due to the technological advancements, the rate of changing the organization's pace has seen an increasing trend over the last few decades mainly on account of technology and globalization. As the pace of change increased over the period of time; the gap between the global firms increased by widening the implementation time and development strategies.
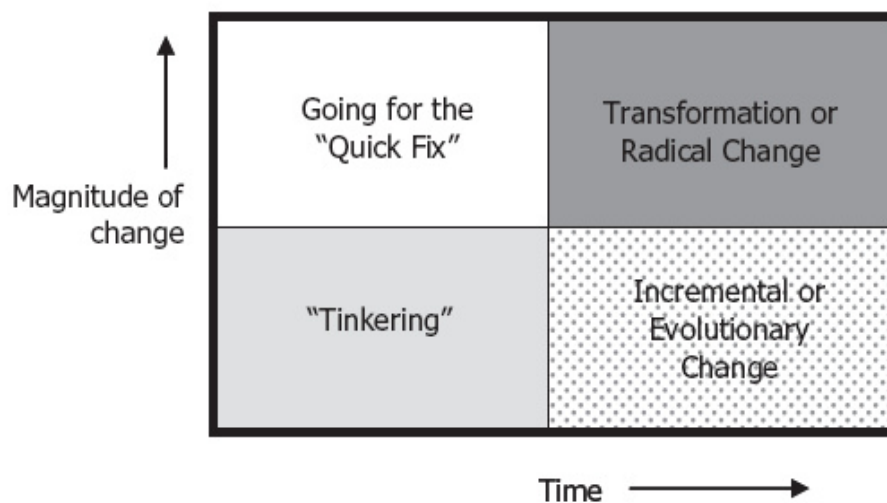
Large Organizational Development changes are often part of the incremental drift or a change required due to the changing global and local competition. These changes are either revolutionary or evolutionary in nature depending upon the nature of development required and time necessary for implementation. Organizations either drift towards change as a natural need to improve their overall business life cycle, improvements in customer fashion and demands or to stay ahead of competition. Changes can also be derived from incremental improvements that are necessary for the growth of business processes.
The figure below depicts that the overall business change strategy changes at a faster pace than the business external surroundings.

Strategic drift and trigger for Organization Change
Tim H., (2005)

Any organizational development plan is destined to fail if it is not supported by the top management. So, the change in the organization is first expected to arise from the top management itself (depending on the nature of change required). Even though with the support from the top management, the organizational developmental change process is likely to be time consuming again depending upon the nature of the developmental change required by the organization as depicted in the figure below.

Organizational Development Options
Burtonshaw G. (2008)

The developmental changes required by the organizations are neither easy nor they are guaranteed for a quick fix. However, there are certain models that provide a systematic process to gain advantage and to gain maximum advantage of the undermining models and their processes determined.

3. Challenges faced by PTCL

PTCL had remained a monopoly for a very long time. However, the telecommunication sector has been liberalized with the announcement of Deregulation Policy on 13th July 2003 and exclusivity of PTCL in basic telephony has been abolished. With all this, PTCL is now open for competition and the impact of telecom liberalization has been tremendous. Access to telecom facilities for common man has been increased dramatically, in addition to improvement in quality of telecom services, prices of services has decreased tremendously. There are a number of internal and external challenges that are faced by PTCL. Namely;

3.1 External Challenges
The few of the external challenges that PTCL is currently facing are mentioned below:

3.1.1 Political
The ongoing political and security issues arising in the Political instability are effecting badly to the sound operations of PTCL. The changing government and upcoming elections will also affect the day-to-day operations of PTCL.

3.1.2 Legal / Regulatory
Inconsistent and ad-hoc decisions from regulatory authorities on the industry itself arise as a major challenge for the management. And therefore adverse shifts in the trade and service policies of the government emerge as a major challenge.

3.1.3 Competition
The on-going price wars and escalation of costs poses a challenge to be overcome by organization and to diversify its businesses to sustain growth.

3.1.4 Technological
Threat of migration from landline to mobile phone is a technical threat which is posed to the organization and hence the strategy to overcome it by diversification is also adopted.

3.2 Internal Challenges

3.2.1. Organization Structure
The Permanent employees V/S Contractual Employees of the organization is a major challenge by the organization the old employees are not very adaptable to the change that the new management tries to inculcate in their day to day operation. Hence a resistance is observer in the organizational developmental processes.

3.2.2 Organization Culture (Bribery Culture)
There exists a culture of bribery at the operational level of management and hence the top management realizes this as a major challenge that needs to be overcome.

3.2.3 Status Quo
There exists a resistance to the change which is proposed or required by the management by the permanent staff of PTCL as they are still not ready to come out of their status quo and accept the changes.

3.2.4 Human Resource Management
Educating the employees to maintain the office decorum still remains as the major challenge for the organization. Un-informed leaves, late comings and ghost presence remains as the challenges to be created at the operational level. The real challenge posed to the organization is to transform the mindset and bring quality human resource at customer touch points.

3.2.5 Technological Issues
Customer Service Facilitation
The Customer Service Facilitation Centers are still operational but with their own operational limitation, this delays the organization to fulfill the needs and demands of the customers

3.2.6 Network Failure issue
Network (Line) disruptions is also one reasons which acts as hindrance for PTCL to provides consistent services.

4. OD and Its Applicability

4.1 Definition of OD
The term OD is used for an intentionally planned change for the purpose of increasing organization significance and capability. It is a vast field of theory and practice in which organizational performance and change is accomplished through the effectiveness of people and enhancing their knowledge towards this field.

4.2 History and Application of Organizational Development
From 1930 the field of OD came into existence from human relation studies, when the psychologists thought and realized that the behavior and motivation of the employee is being influenced by the organizational processes and structures.

In the year 1940-1950 Lewin's contribution towards the field of OD was really helpful and great source of dealing with social development. The field of OD has expanded a lot and a lot of work has been done and now more and more organizations are focusing on its environment and changes like organizational growth, learning, and knowledge management.

4.3 Main Findings of OD
There are broadly 3 categories on which the field of OD has been divided i.e.
   i.   Organizational Climate
   ii. Organizational Culture
   iii. Organizational Strategies

5. Organizational Development models
There are different models and theories of OD which are:
   ➢ Three-Stage Model of change process (Kurt Lewin's)
   ➢ Seven stage model of the change (Ronald Lippit)
   ➢ Burke-Litwin Model of organizational change
   ➢ Porras and Robertson Model of organizational change
   ➢ Beyond the Quick Fix (Ralph Kilmann)

5.1. Three-Stage Model of change process (Kurt Lewin's):
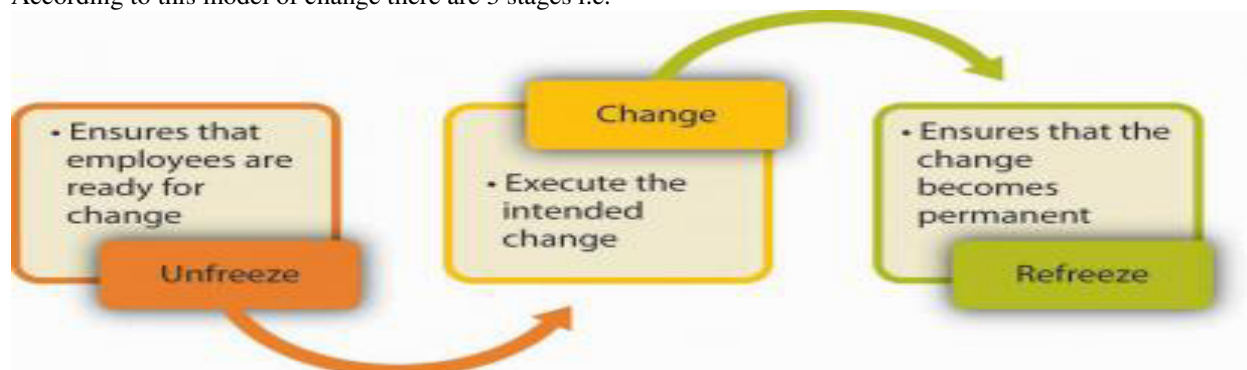According to this model of change there are 3 stages i.e.

Figure I

   ❖ Unfreezing the old behavior
   ❖ Moving towards to new level of behavior
   ❖ Refreezing the new level

In the first step the old behavior will be unfreeze meaning he/she or organization will be motivated to bring a change and why the change is so important. The realization will brought through creation of guilt and anxiety that how their current behavior is wrong and is not good and it must be change in order to bring a change and moves towards a new step. Also depending upon the nature of change either evolutionary or revolutionary change we will be creating the tension.

In the second step when the tension is created and the willingness for the change is accepted than we will as an OD consultant be moving towards a new level of behavior and make him/her realize that how and why change was so important. Also at this point we will be telling the success stories of different people and organization so that they will be more motivated and convinced for bring the change.

In the last step as an OD consultant we will be refreezing their new behavior and make sure that they will be following this. In this way total personality and self concept will be brought in both the people and organization.

5.2. Seven stage model of the change (Ronald Lippit)

This is a seven stage model and it is modified form of Kurt Lewin's model. According to this model the steps are:

- ❖ Developing a need for change
- ❖ Establishing a change of relationship
- ❖ Clarifying or diagnosing the client systems problem
- ❖ Examining alternative routes and goals
- ❖ Transforming intentions into actual change efforts
- ❖ Generating the stabilizing change
- ❖ Achieving a terminal relationship

The first stage of this model is exactly same like the Kurt Lewin model i.e. unfreezing the change. In this stages as well the need for change is realized that why change is important and in the third, fourth and fifth the same stage like Kurt Lewin model i.e. moving towards the new level has been discussed and its importance. The second last stage of this model is also depicting same i.e. refreezing the new change and making it permanent part. The last stage of this model is the most important one and to be focused i.e. the terminal point at which the client and consultant relationship will be terminated. This point must be added in the contract that at which level the consultant have to leave and it should be part of the schedule so that both parties will know and cleared about it.

**5.3 Burke-Litwin Model of organizational change**

According to this model of OD, there are two types of changes:

- ❖ First order change (transactional change)
- ❖ Second order change (transformational change)

In first order change i.e. the transactional change some parts of the organizations change but fundamentals will be remaining same. Transactional changes meaning they are evolutionary in nature, adaptive and incremental. Organizational climate is part of this because climate consist people perception and attitude and it is easier to change and convert. Whereas second order change i.e. transformational change in which the fundamental will be changed like strategy, structure, mission, vision. Changing organizational culture will be part of this stage, as culture is deep rooted values and beliefs and require more effort. This type of change is transformational, revolutionary in nature, radical and discontinuous.

5.4. Porras and Robertson Model of organizational change:

According to this model changing the work setting i.e. the physical arrangement of the organization will lead to changes in individual attitude and behavior towards work. Also it will bring changes in the organization as well as individual improvement. Four factors are there which play an important role in the work setting:
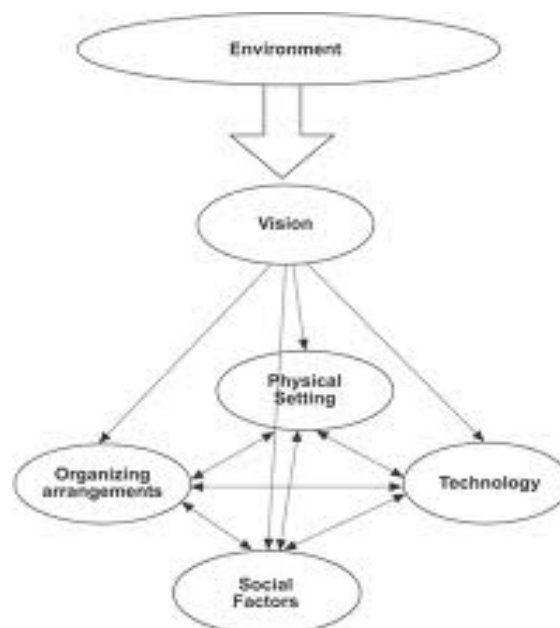
Source: Porras and Robertson (1992)   **Figure II**

❖ Organizing arrangements
❖ Social factors
❖ Physical setting
❖ Technology

5.5. Beyond the Quick Fix (Ralph Kilmann):
Ralph Kilmann's beyond the quick fix model is divided into five main stages which are:
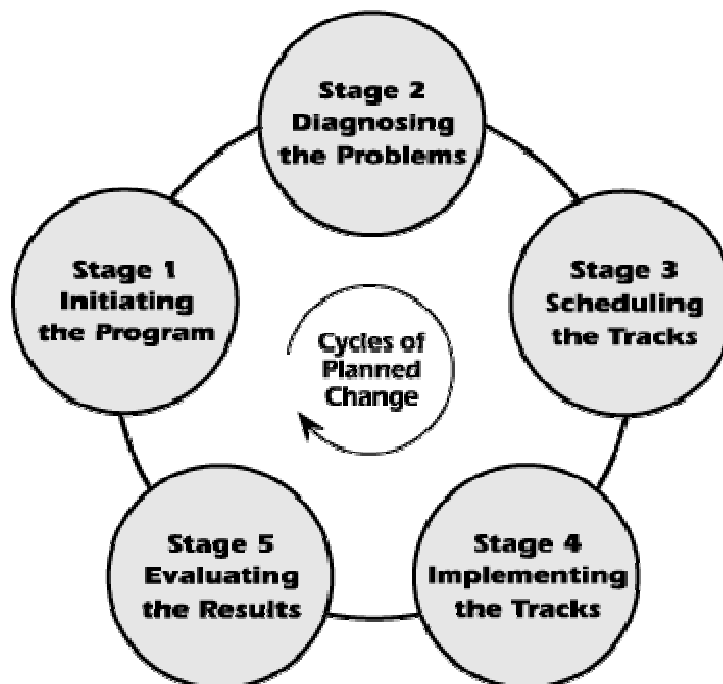

Figure III

➢ Initiating the program
➢ Diagnosing the problem
➢ Scheduling the tracks
➢ Implementing the tracks
➢ Evaluating the results

According to this model there is nothing quick in the organization perspective and everything takes time as OD is a long term process and it require time to implement and embed in the organization. Ralph criticizes the Kurt Lewin's model and give this model in contrast to that. As being an OD consultant also all the changes in the organization requires time to settle and mingle in the organization setting.

For our organization i.e. Pakistan Telecommunication Company Limited (PTCL) we have decided to apply Ralph Kilmann Model because it's a long process that is beyond the quick-fix and it is divided into proper steps or tracks for every problem. Also in PTCL having different problems regarding top management behavior, employee's behavior, status quo issues, competitors are increasing, network failure issue and bribery culture.

Before, it has been the public sector part for so long and afterward it was privatized to 26% percent, and now the management is run by Etisalat Group. Due to privatization many changes came across and new products and technology were introduced in Pakistan so rapidly. But due to the problems and changes in PTCL the people and the organization cannot adopt the change so easily and there the real issues occurred.

6. Diagnosis and Analysis
For our organization i.e. PTCL we have chosen interview as a tool and we conducted focus interviews from 15 employees of PTCL through open ended questions. Questions like

• How do you see PTCL as an organization?
• Is PTCL culture supportive for employees or do you think that culture need to be change positively?

- What is PTCL's performance after privatization?
- Do PTCL employees follow the office decorum? Like (Regularity, punctuality, Timings)
- Do you face issue regarding the different mindset of Regular V/s contractual employees?
- Is your management emphasizes on team building? Does your organization encourage people to work with each other?
- Do superior & subordinate maintain good relationship with each other?
- Is PTCL getting difficulty to manage huge number of customers? What?
- What are the threats to PTCL? Competitors / Network / Customer Services etc
- What is the structure of PTCL? Hierarchy
- Do you have adequate tools and support?
- What is the attitude of employees towards rewards / compensations?
- Do PTCL have competitive rewards system for their employees?

Through the responses and their issues we came to know that PTCL is having a series of problems and we require a detail and lengthy process which can identify each and every stage and problems. Being an OD consultant we choose the Ralph Kilmann "Beyond the quickfix model", as the name suggests it is a long process which is divided into different steps and stages and it describes "total system change".

Stage 1: Initiating the program

First, we will start the diagnosis and initiation by grabbing and convincing the top management support and commitment. Because if as an OD consultant we want to bring or incorporate a change in the organization, top management approbation is very important. They play a vital role in the change. In case of PTCL we have to convince the top management that how the change is important and without their support we OD consultant can't achieve the desired results. In PTCL we gather all the top management at one place and told them the analysis and problem. We identify up till now of their organization and what steps and measure we have to take in order to bring a change in the organization.

After showing them the analysis we have done, we asked their opinions and feedback in this so that the top management and we OD consultant will be on the same page and know that what they expect from us and in what they want to bring or incorporate the change. Next we will tell them that how they have to support and show commitment towards us because they are the top management of the company and their support means a lot.

Stage 2: Diagnosing the problem

In this step, we OD consultant will be doing a deep and thorough analysis of all the problems and opportunities for our organization i.e. PTCL. We will be identifying all the problems and opportunities we can gain. As through the focus group interview we get to know several problems like:

- Status Quo (Privatization is still not acceptable to regular employees)
- Regular employees V/S Contractual Employees
- Challenges faced by HR (Controlling late coming / Not attending office / un-informed leaves / out of office mostly)
- VSS (Voluntary Separation Scheme) in 2008 & 2012 (laid off 30000 employees & more 5000 employees)
- Following Office decorum (Dress Code / attitude)
- Customer Services Facilitation
- Competitors are increasing
- Network Failure issue
- Bribery culture

- Price War

- Network Rehabilitation

- No compensation plan

- Technology / Process Improvement

- Staff Training

- Human Resources Management

These were all the problems we have identified and we have to take actions and step on these in order to bring a change and convince the employees of PTCL. In case of opportunities we have to thoroughly search and focus on those points which can help and support us in order to convince employee. PTCL is having opportunities like wire line monopoly i.e. PSTN/BB/IPIV, huge network across country, government acquisition by 74% share. If we utilize these opportunities we can bring a change in the organization easily.

Stage 3: Scheduling the track

This step is further divided into 5 tracks that we have to schedule:

➢ The culture track

➢ The management skills track

➢ The team-building track

➢ The strategy-structure track

➢ The reward track

I.   Culture track:

Cultures are the values that exist in an organization. They are shared beliefs and norms that all the people are having. There are different kinds of corporate culture that exists. In case of our organization i.e. PTCL is having " Role culture", in this type of culture all the decision are taken at above and rest department have to just implement and follow the decisions.

PTCL is also having the same culture in which all the department is just following the decisions and orders that are given to them by the top management and they have no right to take part in that. Also everyone is identified through his/her job description and beyond it there is no requirement.

Role culture
(Greek temple)
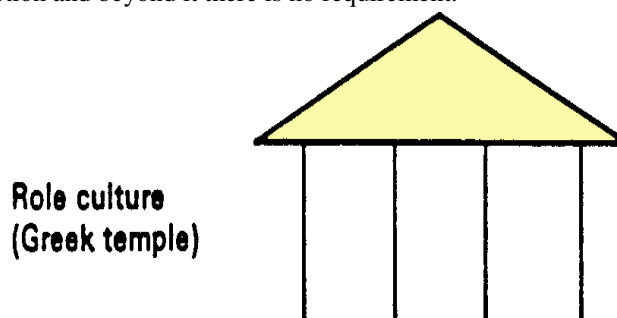
In theory terms it is called as "weber pure culture". PTCL is having this type of culture because it is a very large organization and its environment is steady in nature. To bring a change in our organization is not easy and require a lot of time and effort and we as OD consultant are supposed to bring the changes. Role culture is embedded in its roots and we have to start from there and try to explain and convince them that this culture is a hurdle in their growth. When everybody is involved in the decision making process than they will take it as their responsibility and will be implementing it. By just passing the decisions and imposing on them, they half-heartedly follow it and in the long run of the organization it is not fruitful.

II.   Management skills track:

These are the skills which all the organization required in his/her employees. Through this we can analyze the level of its employees. There are 4 types of management skills that are required i.e.

- Conceptual skills
- Analytical skills

- Human skills
- Technical skills

In case of PTCL, top management must have the conceptual skills in order to see the broader picture of the organization meaning they should be knowing the in and out of their organization.

In other words we can say that we must possess the ability of seeing the vision of the organization as an OD consultant we can bring and incorporate the change with the help of them. If they are not able to see the larger picture than it will be difficult for us to convince them. If the top management is having the conceptual skills than it can understand and focus that is the analytical skills. The more they will are able to combine the dots and lines the more they are having the analytical skills. In case of top management they have to possess the human skills as well in order to explain and ask their employees that what actually they require from them.

PTCL mid-level manager must possess the human skill in higher level because they have to communicate with the lower level and have to make them understand that they want what type of work from them and how they will be doing the assigned task. When the manager is having the human skills, than they can explain the low level employees that what they are supposed to do. After that the analytical and conceptual skills are important for the mid-level manager as he has to understand and implement the decisions told by the top management. If he possess the skills, than he can able to understand and implement them.

III. Team-Building Track

Since PTCL is hug organization with numerous employees, and deal with different products. It has been noticed while taking interview of Mr. Bashir Phulpoto, Senior Manager Sales that employees are lacking in team building. As many departments are involved in giant company, like Sales department, operation, Network, development etc., they must have teamed building skills in order to facilitate customers in proper way. As per Mr. Bashir, once sales are received, it takes long time to deploy order and if you maintain good relation with operation team, the same work is done immediately.

Team Building must be developed through the stages of team forming, the top and middle level management are lacking in forming team. It has been noticed that problems are not resolved in team building rather they are deal by individual. Management is not motivating team building culture in organization as the pain of one is not realized by other. PTCL must focus on team relationship, team problem solving and team leadership.

IV. Strategy – Structure Tracks

It is very well said that strategy shapes the structure, in the light of this statement; PTCL is missing in many aspects to develop and design strategy which support future business. As per Mr.Fahim Ul Islam, Senior Manager, PTCL employees are always looking for short term solution, but do not take any step to avoid future concern. PTCL does not have proper strategy for business, if they do have, it is not properly communicated to top management to middle and lower management in order to achieve common objective.

Since PTCL is telecommunication service provider company, it must focus to prepare strategy which focus to maximum customers and bring the more business as it has no competitor in wire line product. In fact, PTCL is failed to fulfill vacant position in structure, if any of the employee resign or terminated or transfer, no immediate replacement is arranged and in the end, customer suffer either or work pendency increases or one become over loaded.

V. Reward System

While asking questions in interview, majority of the respondent had view that PTCL is providing no reward to their employees. The reward system is pathetic in PTCL, even in the sales team, no employee in sales team has been rewarded with financial benefits. It was of the common view that company is demanding best results but no compensation plan, they have for the employees. In fact the raise in salary has been only with maximum 15% in couple of years, and not a single complete basic pay bonus is rewarded even. It is common complaint by employees that PTCL hire new employees with good pay scale but afterward there is no reward system.

It was found that all respondent were highly disappointed and de motivated with the company reward system, therefore, employees are looking for job switch even.

Stage 4: Implementing the "tracks"

Being an OD consultant, it is suggested to PTCL to implement below mentioned following things which are highlighted and discussed in individual tracks. PTCL may go through one by one to bring these changes.

- PTCL must implement and offer proper reward system and it is highly provided in good company, PTCL must pay for performance. It is suggested to PTCL to start PFP (Pay for Performance system) especially for Sales department.
- PTCL should focus timely increment of salary and bonuses in order to motivate their employees to perform in better manners.

- PTCL should also design the training program in which the team building / conflict resolution to be taught to employees.
- PTCL should depute good system to record office timing (In / Out) mechanism, it may be implemented through thumb impression machine.
- In order to satisfy customers, they must work on network rehabilitation.
- Management must design promotion plan for highly educated, technical and experience employees as they are good resource for PTCL.
- Human resource must be utilized as per their capability and right person must be placed at right place.
- Top management must plan to create good image of PTCL and should promote private culture.

Stage 5: Evaluating the Results

Once the tracks are implemented and executed by top management, it is not enough to seat back relax. It is the high time for PTCL to monitor and evaluate every individual track which was corrected, changed or implemented. Evaluating the results may be reflecting in financial statement of the company. Either the employees are motivated now and happy with the change brought for their betterment or anything new which is implemented, working effectively and producing desire results or not.

Evaluating the results may be on timely bases, they must be monitor on 6 monthly or yearly bases, whether they produced results in favor of company or not, or if they are not, then must be corrected.

7. Conclusion

Being an OD consultant, it is concluded that PTCL is very huge company, and had been having status, 74% public and 26% private. It was one of the giant company which was privatized in the history of Pakistan. Initially it faced great trouble and resistance by regular employees and union. But PTCL management which was handed over to Etisalat deal very sensibly and tackled issues gradually.

After privatization, it was big issue that regular employees were not accepting contractual and they were not welcoming them equally. But after VSS, this issue was reduced with minimum and things got under controlled by Etisalat. Besides Human Resource Management, there were several issues which were tackled by new management were government organization culture, team building issues, reward system problems etc.

It was identified by OD consultant that management must work on reward system so that all employees may be motivated and positive word of mouth could be spread among internal and external customers. If any employees will be motivated, they will be highly devoted to serve customers with more delight.

It was also concluded that change cannot be done in seconds, minutes or hours, it takes long time to implement especially in the company which has been working on national level and having network in all around Pakistan and having more than 35000 employees.

In the end, OD consultant suggested the client to implement Ralph Kilmann Model to implement in company and worked with client on its 5 tracks, which are Culture, Management skills, Team Building, Strategy – Structure and Reward System. Consultant suggested implementing this model

8. Recommendation

OD consultant suggested following recommendation to its valued client (PTCL) for positive change.

- PTCL must plan employees training and development.
- PTCL must communicate their strategies to their all employees through its chain of command.
- PTCL should strictly monitor every individual employee performance, their timings, achievements etc.
- Timely rewarding of bonuses and incentive will pay good result to PTCL.
- It is also the high concern for the company to focus their customers, therefore, it is necessary for company to aware their employees with core values of company so that they must deliver best services.
- Resources should be provided to employees for producing better results and achieving targets.
- They should work on conflict resolution in inter departments so that team building can be seen from top to bottom management.
- Skillful employee must be given chance to promote and provide more effective results for the betterment of company.

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