

HR Practices in PTCL: A Case Study of BANNU District)

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Abstract

This thesis elaborates the Human Resource practices and their implications for big organizations and in my case especially the PTCL about how Human Resource is contributing the organization. In the first section a brief introduction of the organization in study has been provided. How it was introduced /how it has gone through various life cycles. In the section after the introduction working of an existing HR Practices has been elaborated. The gaps have been identified and solutions have been front forwarded in areas where there are deficiencies. The main aim of this study is to familiarize the future students and researchers with contemporary HR Practices either adopted from international organizations or developed locally. A combination of analysis techniques have been used whereby we can term it general specific and management respectively.

Keywords: PTCL, Bannu, Case Study. HR Practices.

1.1. Background of PTCL:

PTCL is working in Pakistan for the past several decades and the company provides telephone services across all Pakistan. It has established digital exchanges in the breadth and width of Pakistan. According to a rough estimate more than 2000 telephone exchanges are operating under the umbrella of PTCL in Pakistan. Formerly PTCL was in the ownership of the Government of Pakistan and now the holding has been reduced to 62 percent in 2006 due to the fact that it was privatized and 26% of its shares and control was sold to Etisalat.

The remaining 12 percent was traded in the stock market to the general public of Pakistan. After independence we were deficient in telecommunication infrastructure. The government of Governor General Ghulam Muhammad created posts and telegraph department in 1947. Then the Ayub Khan Regime established Pakistan telegraph and telephone department (T & T) in 1961. The successive governments in 1990 created and upgraded the existing structure by the incorporation of Pakistan telecom corporation (PTCL).

In 1995 through an agreement about 5% of the shares of PTCL were allocated to PTA Called FAB abbreviated as frequency allocation board. The Nawaz Sharif Government of 1996 enlisted PTCL on almost all stock exchanges of Pakistan. the reformation agenda further tried to establish mobile (Ufone) and internet (Pak Net) subsidiaries in 1998.

The Musharraf agenda of privatization also witnessed the taking over of PTCL by Etisalat in 2006. Since formative phases of posts and telegraph department in 1947 and creation of Pakistan. PTCL has remained the main source of services in the telecommunication sector instead of such wide establishment of infrastructure the PTCL has been under the criticism by small operators and various activities of civil society.

Pakistan telecommunication corporation (PTCL) was handed over its various operations and functioning from Pakistan telephone and telegraph department under the Act of Pakistan telecommunication corporation act of 1991. At the same time a competitive policy was offered by Government. Pakistan and its paved way for various other service providers of the private sector to be active ingredients of the telecom sector by offering cellular, usage of scratch card operated pay phones, licenses for cellular companies and data communication services. A healthy and economical policy for various Government controlled entities were introduced in 1997 whereby decision was made to privatize PTCL and then in pursuance in 1994 Govt issued 6.5 million vouchers exchangeable into 6.5 million shares in two different placements. Each was carrying a fair value of Rupees. 10 per share. Again the vouchers were converted into PTCL shares in mid-1996.

The National Assembly passed ordinance of 1995-96 termed as Pakistan Telecommunication (reorganization) ordinance constituted the foundation for PTCL monopoly over basic telephony in the state of Pakistan. In October 1996 the ordinance was converted into Act through legislation.

PTCL entered upon mobile and data services subsidiaries in 2001 by the measure clause of upon and Pakistan net. But the brands were unable to be the market leaders in the face of competition. Ufone at least was able to have major hold in the cellular section the Pak net suffered dissolution over a period of time. To bridge the loss, PTCL introduced DSL and it was a new brand name for capturing market share of customers. The PTCL monopoly is currently at its course ebb and resultantly services and providers of infrastructure are between the devil and deep sea phenomena. The liberalization policy of Musharraf Govt. for telecom sector in 2003 was the main factor for decrease in PTCL monopoly.

Pakistan Telecommunication Company Limited (PTCL) is a buzz word on media and can be termed as the largest company in Pakistan providing communication services in the profile of Pakistan. Pakistan is communication needs are still mostly provided by PTCL despite the fact that the telecom market has been greatly diversified in Pakistan due to arrival of other communication networks. The developed economics of the

world are totally dependent on modern means of communication due to E-commerce telemarketing and even tele war fare.

There can be no denying the fact the socio-politico-com economic development of a developing counting like Pakistan is totally depended on efficient system of telecommunication and especially the war on terror has added a special dimension in the signals department of telecommunication.

During mid 2005 Govt of Pakistan had taken a decision to sell at least twenty six percent of this company to a private entity for efficiency and to increase the probability. Three bidders had applied and Etisalat of Dubai was declared as taking over of major shares with huge margin in the bet.

The privatization move greatly resisted all over the country and strikes were staged by PTCL workers. Phone lines were destroyed and connections were cut off, and many organizations of government sector were disconnected. At last government announced a 30 percent increase³ in the salaries of the employees. A wide range of charges were brought up due to privatization. Examples include VSS (Voluntary restructuring and billing and customer care software.

3. Organizational setup of PTCL:

3.1 Structure of the Organization:

Structure basically tells us about the roles assigned to individuals inside an organization. It helps to understand the hierarchical structure of the organization and functioning of the personal of an organization. Spare of control and authority structures are determined whereby it is highlighted that who will report to whom? Job specification and Job assignments are depicted through structure of an organization. Thereby confection is removed and performance is enhanced.

The Top position is called president in PTCL. There senior executive vice presidents each One responsible for finance, operations, and Human resource management and that of marketing and business development.

3.2 Board of Directors:

Policy is formulated at the level of board of directors and is termed as the highest governing body. The board of governor mainly consists of not less than 7 members in usual practice. A general body meeting is called upon once in a year Of all the shareholders for the purpose of electing the members of Board of directors. The director elect is entitled to hold the elected position for a period of three years. In instance of premature data, retirement and losing mental capacity another director can be elected in place of the director declared in same or if capers. Number of PTCL Board 2008-09.

4. Present Scenario

4.1 Business of PTCL:

According to PTCL provided date through annual report of 2008-09. There are more than 5.4 million are line connections and the number of cellular connections across the country shows the figure of 12.65 million. The data also depicts 350 payphone and more than 50,000 wireless payphones. The annual report also has data whereby roundabout 144 data and internet service providers (ISP's) furnished by PTCL infrastructure facilities are in operations. Roughly PTCL has accumulated annual revenue of over Rupees10 billion its partners which are pursuing its operation in private sectors.

4.2 Positioning Statement of PTCL:

According to PTCL Hello to the Future, is a synthesis of vision, the core strategy and organizational values as well as the brand background philosophy. The true spirit is a future driver approach of keeping all options open pay more precise way it can be future as" Hello is a communication in between PTCL and its customers while "future" refers to all those HR practices used to increase the knowledge, skills and abilities of its employees to make then prepare for future assignments and to grasp change.

4.3 Vision of PTCL:

It a global leader in formation and communication technology serve provider at the same time maximizing customer satisfaction and making possible the shareholders' interests/values.

The Globalizations have dawned over here and in future PTCL will be the bridge allowing global communication. We are at the cross roads of history there by securing due mobilization of the masses for the future. We further strive to be innovative thereby practically implementing the concept of a borderless world.

4.4 The Statement of Mission:

For materializing towards our vision we have a focus on:

- An organizational environment whereby the motive is to strengthens values, positive organizational culture continuous improvement and professionalism.

- Due consideration to have programs of employee continuous hearing.
- Competent and skillful workforce for reducing costs and to be quality conscious.
- Services that are grounded in state of the art technology.
- Customer service is based on efficiency and effectiveness reducing delivery times and promoting quality.
- Financial aspects of profitability and earnings are materialized.

5. Organizational values:

Value system is essential for every organization and it tells us about what is good and what is not PTCL has incorporated a value based culture inside its organization to which conformity of its employees is essential.

- Union is strength similar team work creates synergy. (Team work)
- No compromise on professionalism and integrity.
- We exist for customers.
- Loyalty and confidentiality is our success story.

6. Methodology of Research:

I was in need of collecting data for my thesis report and for that purpose have to used various methods so as to be able to have fresh information complete in most respects used interviews by taking on board various managerial level positions in PTCL.

The history of the organization was studied and narrated by taking helps from online data and PTCL annual reports. Exploratory and descriptive practices and its impact on various functions of the organization the specific case of Pakistan Telecommunication Company limited was studied ar how far it is able to introduce those practices. Questionnaire was used to solicit the response of the employees regarding modern HR practices. Where possible interview was also inducted to have an updated viewpoint previous studies were also of help on the same topic.

Collection of relevant data:

PTCL consists of various departments that is why questionnaire was distributed in members of each department for accuracy of results I was mostly limited to employees in district Bannu and Lakki marwat and D.I Khan as well.

Instrument of research:

The research instrument used to collect data was questionnaire. It was distributed in both management and non-management leaders. Employee of human resource department were also interviewed due to the fact that they were too busy to fill up the questionnaires.

2.1 Literature Review

PTCL is a leading Brand in the telecommunication sector in Pakistan. Few years ago it was a dream in Pakistan and mostly paper communication through post offices was the dominant source. Now it is available at the door steps. Even a street vender has the availability of communication through modern media. Due to cut throat competition and diversity of the telecom sector the investment rate has been the highest. PTCL is the only source and line service in Pakistan.

HRM practices are those processes whereby the employee's skills, knowledge attitudes and behaviors are modified (Robbins & D-Canzo 1990). In this context HR practices involve designing and there supporting such learning practices whereby they rebuilt in a desired outcome/level of performance in contrast, Human Resource practices have a focus more on Present day scenarios and current job duties or obligations and very rarely point towards future scenarios or job responsibilities. (Robinson & Robinson, 1995) [3]

HR Practices can be thought of as a continuous process whereby the object is to improve the performance of employees and profitability of the organization as well as overall well Bing of the organization. HR practices are planned to give employees the information and skills they need for their job, while have a focus on overall health of the organization. It is more aptly described as a long term effort to keep Pace with ever changing needs of the organization.

He practices can be defined as those procedures initiated by an organization to promote and foster learning among organizational members. (Nankervis, Compton & Baird) Organization cannot survive without Human Resources and to be direct we can say that cannot exist. Furthermore it is helpful to secure economics of scale and competitive advantage. The streamlining of Human Resources is a daunting task as compare to technological management and capital management due to complexity of human behavior. Because human resources needs both closed and open as well as dynamic Human Resource systems for its management. Human Resource system will not yield positive results unless and until they are supported by clear HRM practices. HRM practices can be defined as those organizational activities which aims at the diverse and ever changing crowds of Human

Resources and making possible the employment of Human Resources towards Materializing the goals of an organization.

This research thesis has tried to have a look at existing literature on HRM practices and how they have contributed to the success of organization. The aim of the thesis is to create answers about HRM practices and then to have a look at practices employed by PTCL. Studying the available literature on HRM practices the researchers have pointed out that these practices are diluted by some forces. The forces responsible for affecting HRM practices are both Internal and in external environment. They have then both direct and indirect impact over other variable likes for example the relation between employer and employees. The attitudes of employees towards work, career growth and the capacity to be productive. Finally the impact is felt over the overall functioning of a expiration.

In a nut shell we can say that Human Resources are of utmost importance. Organization are made flexible and compatibility is landed to it through Human Resources. Khatri (1999).-Rundle (1997) opines that it is people (managers) and not the firms are the tools of adaptive techniques, whereby firms are enabled to respond to competition.

It has been narrated by prominent scholars that it is quite difficult a task to manage human resource than the management of technology or capital (Barney 1991) Lado and Wilson, 1994. The firms having acquired the ways and means of managing their Human Resources well, have definitely overpowered the others who have not become it is not a short term possibility and is a laborious and time consuming activity. (Wright et al 1994).

Achieving efficacy and efficiency in Human Resources well thought out Human Resource Management systems. Storey (1995) describes HRM in the following words. A prominent approach whereby determined and skilled workforce is deployed through taking help of diverse techniques for the achievement of a competitive edge.

HRM can point out those behavioral areas where informant is needed and the organizational behavior is enhanced my HRM in areas as commitment level of staff, their core competency and dynamite, which indirectly improves performance levels of employees. (Koch and McGrath 1996).

Developing an upto date and workable HRM systems, there is need for the organization to introduce efficient and effective HRM practices. HRM practices can be described as those actives performed by organizations which have an aim of directing. Controlling and managing the whole lot of human resources and then phased out in such a way whereby organizational goals are achieved. (Schuler & Jackson 1987 : Schuler and Mac Millan, 1984 : Wright and shell 1991) there is no universality of HRM practices and can vary from state to state and organization to organization.

2.2 Types of HRM Practices:

A lot of research is available on HRM practices and they are available in abundance. Variety of names have been awarded to these HRM practices by the researchers. As pointed out by (Kok Jan de et al, 2003) researchers have used variety of references to HRM practices upon which there is impact of HRM profession as “Best practices” or “High Performance” (Huselid 1995), “sophisticated” (Goslar and Deshpande 1997 : Hornsby and Kuratko, 1990 : Goss et al 1994) Pfeffer (1994-1998) coined “ Best HRM practices” as the most relevant term. Chandler and McCoy (2000) says that they are haunted by the question in their minds in HRM research is there or not such an single approach or a set of practices which can be termed as best for managing people and the approach has universal acceptability as well.

The available theories whereby best practices have been deliberated upon or the theories of employee increased commitment points out that internationally HRM practices can result in organizational performance improvement on its own sake or in combination with other fraction it is also confirmed by researchers that employees whose needs have been fulfilled, like need for material gains or money, need for trust. Well motivated and satisfied are the source of greater and improved productivity and an engine for low costs Bexel 1996, Lowe and Oliver 1991 : Pfeffer 1994).

Pfeffer (1994) was the first one who very aptly pointed out almost 16 practices which were identified as following,

- 1) Employment security
- 2) Selective Hiring
- 3) Self-Managed teams
- 4) Increased compensation dependent or performance of organization
- 5) Continuous training
- 6) Status less hierarchies
- 7) Information sharing

Redman and Mathura (1998) conducted another study whereby they pointed out practices which were quite helpful in achieving outcomes in service organizations and that mostly in quality areas.

- 1) Merit based unbiased recruitment ad selection. They pinned down a term of total quality recruitment. Or

- recruitment with less defects.
- 2) Multi-dimensional and ambidextrous employees should be entitled for more benefits in addition to remuneration.
 - 3) Such jobs should be designed and formulated which promotes a sense of empowerment among employees. Further the jobs design should foster team work and cohesion. The job should be challenging but flexible as well.
 - 4) There should be socialization at its peak so that it is easy for employees to take benefits from the interpersonal skills of employees where on the job training and continuous learning occurs.
 - 5) Free flow of information from top to bottom and from bottom to top thereby enhancing employee enrolment in various organizational matters. Changes in organization rules and regulations and procedures should be timely communicated.
 - 6) Instrumentality should be introduced performance should result in award of benefits. Those who have contributed beyond their capacities should be rewarded with extra bonuses. It will be helpful in activating the less enthusiastic employees. We can use customer feedback for determining who has contributed more.

2.3 Factors Affecting HRM Practices:

Due to no universality and no homogeneity of HRM practices as they differ from organization to organization follows, they can be detailed as internal and external factors. Ozutku and Ozturkder (2009) say that there is a considerable difference in external and internal factors which are having an impact on HR practices in different countries.

2.4 External Factors:

Factors outside the sphere of influence of the organization cannot be molded in such a fashion whereby they have no impact on HR practices. They need considerable time to be made malleable (Kane and Palmer, 1995).

- 1) **Economic Changes:** (Satow and Wang., 1994) pointed out that global changes in economic landscape have increased the international importance of HR practices. The HR horizon has broadened due to globalization and new dimensions like global economic meltdown international competition and globalization have been introduced into HR framework.
PTCL has been also impacted due to these pressures it was going in losses due to economic charges outside our national boundaries and inside the country as well. Specifically privatization has a great impact over the financial health of employees and the organization itself.
- 2) **Technological changes:** we can't escape technology ever in our dreams. Most accurate will be that we should term the world as tech-world because technology has permeated into our souls. Likewise HRM is greatly under the influence of technology both have constant interaction. Technology has impacted each and every human sphere of life. Working patterns have been changed the attributed roles of individuals in society are also impacted by technology. Work individual interactions have also been changed by technology. De Fillipi (2002), Verkenderen and Altman (2002) are of the opinion that the business of MNC is now made possible through technology and business growth has contributed to their overseas operations they further goes on to say that the same growth is responsible for increasing space in diverse workforce and cohesion becomes difficult. Gararan et al. (2000) is of the opinion that technology has greatest contribution in the manufacturing industries. It has replaced unnecessary work and this time is spared by provision of business advantages. Technology informs affects HR practices. Skilled workforce pointed in all aspects is the need of the hour. Technological knowhow is as important as oxygen for life.
- 3) **National Culture:-** Culture is like the industry itself Chandra Kumar & Sparrow (2004) have narrated that culture is helpful in determining organizational preference whereby they prioritize the development of various structures, procedures for HR practices giving due weightage to most appropriate one. Culture helps to understand the rules of business and how much an organization is liberal or conservative in its dealings with employees.

2.5 Organization Characteristics:

Two types of classifications can be made that is production/manufacturing sectors and services sectors for the purpose of HRM practices. The underlying fact is that each area / sector requires its specific HR practices.

2.5.1 Legislations / rules of business:

For regulating and streamlining the various activities of organizations, legislations / regulations are made having direct impact on HR practices (Kane and Palmer, 1995) HRM practices should be so designed whereby there is no clash between an organization's regulations. And those enacted by the state.

2.5.2 Competition from competitors:

Various alternative causes of actions are used by competitive firms, organizations for gaining market share and increasing customer base thereby achieving competitive advantage organizations take help by formulating innovative and comprehensive HR practices long lasting effort is made to overpower and take a lead in the segmented, diversified and globalized market. (Jackson et al, 1989 : Kane and Palmer 1995: Pole and Jenkins 1996)

2.5.3 Unions influence:

Kochan et al (1984) pointed out the unions presence is a crucial factor affecting HR practices. Unions have strengthened employee's voice and sometimes deviates from rules and regulations due to diversity in human behavior politics for vested interests and ignoring organizational wellbeing is harmful and alarming.

2.5.4 Globalization:

Globalization means a world without boundaries a market with no outside walls that is a single market host and home countries concepts have taken place and companies have no boundaries due to scarcity of resources. Brain-drain off shoring and joint ventures, mergers, acquisitions have been introduced. The diversification of each areas due to globalization creates diverse problems and then needs diversified, enlightened solutions as well. Racial, ethnic, and cultural problems have increased manifold. Religious tolerance is also a problem associated with globalization. Diversified backgrounds create problems of organizing, controlling and co-coordinating teams. Some multinational corporations have tried to implement the practices in host countries but their success is not that much recording. Some countries are more culturally sensitive and needs cultural understanding and every imported HR practice may not work in such organizations.

Tayyeb (1998) in his research study has specifically mentioned that point and he lends credence to the statement that HRM practices used by MNC's are open to be influenced by local cultural values.

Internal Factors: Internal environment do have an impact over HR practices of an organization. Milkovich and Poudran (1991) have formulated a detail list of internal factors which have an impact on HR practices. The most important ones are listed below.

1. **Organization Size:** Pherson (2007) is of the view that small firms of lesser size do not actually take recourse to HR practices in large organizations. On the other hand (Jackson et al 1989) have narrated that specific HR department is needed for each functional level of operation. Large organizations sometimes face the problems of quality and equality plus fairness in each aspect. Authority structures becomes more compare and learning becomes difficult.
2. **Business Strategy:** The sum total of marketing HR, and operational activities designed to achieve competitive advantage. Business strategy must be assigned with corporate strategy or especially with the strategy. For example business strategy. Specifies the budget allocated for training. If there is no alignment then definitely training will suffix. The strategies produce the desired result if linked systematically with HRM practices. (Mikvich and Boudreas 1991, Schuler 1992)

2.6 Human Resource Strategy

The strategy helps to determined that how much effort is needed and then the relation of HR strategy and the problem area is identified. Alternative courses of actions are mostly devised whereby most relevant in terms of diversity and intensity is chosen. (Garran et al, 2008)

2.7 History of Organization

According in Kane and Palmer Pardo and Fuent (2003) history matters a lot while considering its impact on HR practices in an organization. They further on elaborates that employees are communicated past practices through listen and if a new change is adopted that may be rule, regulation, then it face resistance and will be considered a threat. It also serve as a precedence for employees and makes it easy to challenge unchanged on the bests of past practices.

2.8 Top Management

Top management support is needed for guidance and for understanding completes. That is they help the level managers to by explaining the black-box of rules and regulations. Their support is vital for delegation and devolution of authority as well (Ourdrack and Niniger ., 904).

2.9 Line Management

Most of HR activities are dependent upon the designing by line management. The Line managers have also the responsibility of implementing as it is the policies of top management. Further they act as ladder for the upward flow of communication from the low level employees. Organizational well being and success is dependent on the performance of line management.

They shoulder the responsibility of putting policy into practice and creation of value by integrating HR

practices in their workplace. (Okpara and Wynn, 2008, Alar ctal 2008)

2.10 Power and Politics

Both are dependent on one another. For gaining power we take recourse towards involvement in politics. And to be politically active for longitudes needs power both financial and numerical organizations can take benefits from politics and power and can also incur loss. The main thing is that what the background motive of the power and politics is. Tusi and Milkovich (1907) found that organizational power and politics regularly used for personal / organizational interests by various groups / unions can determine HR practices.

2.11 Academic and professional influence on HR practices.

Employees needs to be sound academically s well as professionally. Decisions are made mostly by HR specialists and decisions are received by employees. Academically talented HR specialists will a make flexible decision. Professionalism entails that decisions will be of such nature where maximum possible interests of both employees and employer possible interests of both employees and employer are ensured and HR practitioners should be aware of HR practices and policies (Kane, Palonr 1995).

2.12 Human Resource Management Models.

Models help us in exactly similar situations from time to time HR researchers have tried to develop such models which make it possible to implement various HR policies. The models have encouraged the HR specialists for effectively enrolling and managing HR decries of an organization.

2.13 Harward Model:

The carrot approach: This model basically takes into consideration the social side of employees. It permits leniency in dealing with employees. Basically it helps mangers about how to deal with the relations it takes a positive outlook of employees and considers employees as assets of productively and are competent and cost effective. (Beer et al 1984).

2.14 Michigan Model

The stick approach: It is a materialistic approach to HRM. It basically takes a negative approach towards human resources. It compares human resources with other resources and proposes that Human resources can be found easily and cheaply. The element off exploitation is stressed off while managing human resources. The main gist of this model is that everything assets, Finances and human resources should be manipulated to achieve organizational effectiveness and efficiency.

2.15 Guest Model

(Guest 1997): The guest model proposes that organizational performance and employee's professionalism will improve if we combine various HRM proactive. HRM practices should be differential from personnel management and a consolidated all inclusive practices should be devised for organizational wellbeing. IT contained that it well designed then HRM strategies will produce the needed results. Strategies like invasions, no compromise on quality will in turn be helpful to achieve better trained workforce, meritorious selection. Rewards and designing the job. These will lead to better performance and hence productivity will increase. All ills like absenteeism internal conflicts and biased approach will be wiped off.

2.16 Warwick Model

Two eminent scholars that is Hendry and Pettigrew (1990) were instrumental in developing this model. It asks for analytical analysis of HRM. They were of the view that functions performed by personnel in organizations do have an impact over human resource strategy and its content.

2.17 HRM Practices and other Variables.

HRM practices are vital to be considered as they have impact on other variables in an organization. The literature review has revealed to us the below relationships.

2.17.1 Competitive edge and HRM Practices:

HRM practices over the years have been instrumental for organizations in the achievement of competitive advantage. (Penrose 1995; Barney 1991) have revealed that those HRM practices which can, not be copied by other competitors have instrumental in creating a sustained and long term competitive advantage.

2.17.2 Employer: Employee relations and HRM practices.

We need peaceful relation for productivity inside an organization. The relationship is dependent on clear and well understood HRM practices. Tzafirir et al (2004) in their research study through survey have revealed that how HRM practices affected the various aspects of the relationship. In most cases they formed that mangers,

who maintained clear communication with employees and were able to be fair that is procedural justice was followed, were trusted by employees. Complexities of behaviors were made simple by clearly stated HRM practices.

Some researchers have termed the HRM practices as a type of contract between employer and employee.

2.17.3 Employee Trust and HRM Practices

Valhalla and Ahteela (2009) conducted a study and revealed that employee trust is dependent on fair HRM practices. If HR practices implemented and practiced a like then employees will develop trust and it biased approach is followed the trust will decrease and consequently productivity will suffer.

2.17.4 Employees efficient Usage/utilization and HRM practices:

Literature review revealed that most of the researchers are of the view that employees never used their full potential for achieving organizational goods. Either they were suffering from motivational problems or were deficient in required skills. Bailey (1993) in his study has confirmed the same that in most instances HR resources were never fully utilized. HRM practices are form its play since beginning that s recruitment, selection and the tow have on influence over quality and type of skills needed for near corners.

2.17.5 HRM Practices and service quality:

Between trained workforce ear deliver better services. A quality service is a tool for staying in market. Various researchers have observed that better HRM practices can be of help to organizations for improving the services they provide Isaura and Lin (2004) opined that HRM practices play a vital role in services industry and especially in tourist hotels. If better HRM practices have been employed then definitely it will lead to improved service behavior and service quality.

2.17.6 Commitment of Employees to their Jobs and HRM Practices:

A committed employee proves to be a long term asset for an organization. Less committed employees mostly leaves the organization due to multi reasons. A research study was conducted in India by Maheshwari (2005) where he checked the commitment level of employees of a health department. The study revealed that there was no strong bond between employees and tier department. The result was overall deterioration of the health department. The stud has asked or better HRM practices or reformation of the system so that health system may not suffer. The conducted studied also revealed that there was ample space for investment in career development of the health officials.

Smeerk at al (2006) conducted a research study whereby the target group was university officials. Two groups were identified terming as separatist and hegemonies. The collected data after analysis proved that separatist group of faculty were affected by tendencies as decentralization, training and development, job satisfaction, tenure tract system and career growth.

The hegemons it groups were impacted by the need for social interaction, self-esteem duration of work and granted autonomy in work etc.

2.18 Organizational performance and HRM practices

Day to day activities of organizations are dependent upon HRM practices. HRM practices improve the working and performance of organizations. Rideau and wager (2009) conducted a study whereby HRM practices Impact over specific workplace and perceptions established about organizational performance were analyzed. The sample of the study was nursing homes in Canada. They found that those nursing homes where there was employment of better, concise and clear HRM practices functioned well. They employees were empowered, and were able to take timely decisions. The overall climate favored employee involvement and participation in various operations.

Chand and Koton (2007) made the topic of their research the hotel industry to check that HR practices affect the working of hotels and their performance.

The conclusion of their research study was that there exists a definite connection in hotel performance and HRM practices. HRM practices affects systems of recruitment, selection performance evaluation and hence functioning of overall hotel industry.

Joseph and Dhai (2009) in their study pointed out that there is a link between organization's performance and HR practices.

Nayyab et al (2011) concluded that the working and performance of Banks were dependent upon HRM practices. They goes on to say that various HRM practices like employee involvement in the decision making process and continuous learning and opportunities for training increased Bank's performance.

Financial position and HRM practices:

Huselid (1995) in his study pointed out the relationship and link in HRM practices and financial position of an organization. According to him better HR practices leads to little turnover and increased productivity and hence better financial position.

HRM practices and Gaps in Theories

In chapter 03 i have discussed the HRM practices and have identified the gaps in theory and practices.

3.1 Employee productivity and HRM practices:

A view point has been put forwarded by some researchers whereby they claim that demotivation sometimes lead to increased levels of labor productivity. They have quoted certain HRM practices like team work, lazier fair style of leadership where employees enjoy greater amount of control and voice in decision making sometimes demotivate workers and then in team leads to more labor productivity. (Cul et all 1999, Booslie and wicle 2002) HRM focuses on improving of performance through provision of training and inculcating in employees the procedure used or recruitment and selection which definitely their impact on the productivity of a firm. (Huselid 1995, Delong and Dotty 1996) If employees of an organization are involved in various HR practices like for example delegation of authority then it produces a positive impact on employee productivity (Artur 1994, Waliane 1995) Barkerct al (1996) in their study found that job rotation and quality teams, job enrichment and rotation and then successful integration of these activities may improve labor productivity.

3.2 Effectively Managing Employees and HRM Practices.

tripathy&Tripathy (2007), concluded that muse of the companies in telecom sector uses complex HRM practices or they are complete by their nature while some organization takes help of such practice which can be made adaptable according to the needs of the organization. They have put forwarded various suggestion regarding effectively managing human resources of an IT industry. They noted that job rotation, accountability, flexibility in working hours, and career growth are those practices that if strictly adhered to then may help in effective management of human resources of IT industry.

3.3 Innovative practices, Growth and HRM practices

Panayiotopoulos and Pepaseandris (2004) in their research study found that growth and innovation are affected by other factors but their impact is not that much severe as the impact of HRM.

Well trained employees can use new and advanced technologies in a better way than those lacking training. Motivated employees favor growth and are innovative in all respects because with innovation comes experience and such employees are careful about their career growth. Liet al (2005)

3.4 HRM practices and Human resource Development

Due to globalization we need trained, skilled and knowledgeable workforce. HRD is possible through practicing HRM practices and then organization can create a climate conducive for HRD (hoosanetal 2006) The study also analyzed those companies which have received Malcolm Bridge quality awards and ISO certifications. They conducted that ISO certified companies were using best practices which favored HRD climate.

3.5 Job Satisfaction and HRM practices

There is a close link between HRM practices and job satisfaction. Most of the employees needs better pay incentives and are motivated through financial rewards. Better pay is linked Better performance and directly impacts HR practices. Simmons (2008). HRM practices were helpful in raising pay of employees.

3.6 Turnover & HRM Practices:

Today's organizations are facing the problem of leaving the organizations due to multiple reasons. The organizations also are in trouble due to high turnover rate. It has become a challenges for the 21st century organizations. Companies' and organization who have introduced flexible HR practices are at least safe to some extent from this pressing issue.

Abeysekara (2007) made leasing companies of Sri Lanka as his study target and pointed out seven practices which can reduce employee turnover.

He stressed upon providing a clear and realistic work family relations, chances of career development fair compensation and support of peers and supervisor.

Findings of the Study

4.1 Findings

In case of PTCL Economic changes have a great impact. The organizations employees are still unable to manage the change privatization produced massive change across all the sections. The PTCL exchanges in for flung areas were switched off due to financial losses. At least 135 digital exchanges were be closed due to their incapacity to produce profit. The resultant change was due to the fact that PTCL HR Practices were not that much up to the mark to deal with economic changes.

- 1) PTCL has tried to introduce technological innovation like PTCL Evo, Broad Band and other modem software's. The introduction of new technology required skilled employees. The end result was that the organization has to remove its employees and its HR Practices were not modernized.
- 2) National Culture of Pakistan and especially of government regulated organizations can be termed the

hard culture. It favors red tapes favoritism and personal relations. It becomes difficult for HR Practices to develop appropriate HR Practices for such diverse behavior. Appropriate methods and structures work where professionalism practices over personal relations. For example most of the respondents replied that in recruitment and selection candidates are favored on the basis of their family relations and not merit- change is resisted due to lack of knowledge and affect of local culture.

- 3) PTCL is a service industry and it has infrastructure spread over thousands of kilometers. In each and every district of Pakistan the PTCL exchanges can be found. Such massive presence requires increased HR Practices. But the local offices do not have HR departments and mostly regional headworkers have it.

The Govt legislation whereby PTCL was privatized have greatly impacted HR Practices. Before privatization it was a public sector organization and it has become a norm in Pakistan whereby recruitment takes years to be completed. The legislation at least made it possible to shorten the process of recruitment. Now in PTCL the whole system takes just a month and in minor posts who walk in interviews are conducted. Politicization of the process was immense before and now it has reduced to some extent though not completely eliminated.

PTCL has a lot of competition in Pakistan the introduction of Mobilink , Zong , Telenor has made it quite challenging for it to be int the market. Although PTCL is trying to introduce such HR practices which enables it to deal with the competitors but has not yet developed comprehensive Human Resource practices.

- 4) Unions in Pakistan presents a very bleak picture. They have turned into mafias and pressure groups whereby personal agendas are forced to be accepted and organizational well- being is ignored. The managers of PTCL complained that unions were not that much facilitating the cause of the organization. The employees on the other hand stated that management was not considering the genuine demands of employees that is why we have no other option left.
- 5) Globalization has made it possible for most of the organizations of other countries to start overseas operations. The operations in other countries have produced better profits and new avenues are opened. The case of PTCL is different. It has not yet started its operations in other countries. But limited to Pakistan only the management is trying to open its operations in Afghanistan and to develop into infrastructure facilities as well. The PTCL top slot is also enthusiastic to introduce modern HR practices to cope with globalization.

Training department in PTCL was non functional and was considered a formality. Training is not a onetime activity and needs such HR Practices which are supportive and at the same time makes it obligatory that training will be provided at each career growth step.

Secondly it is noteworthy that lower level employees are not given that much importance and mostly ignored we need to introduce such HR practices which are conducive to lover level employees as well.

Market based competitive remuneration is still a dream for PTCL employees. HR practices should devise such strategies whereby the pay scales are of benefit to the employees. The government of Pakistan's formulated scales and those used in corporate sectors are not in practice in ptcl. The employees complained about this.

Career planning and growth prospects are not promising. Systematic procedures for employees career planning are not in place. The grievances about this issue are on rise.

Employees have not been promoted since years and especially those in southern districts are ignored. The NTR-II region employees mostly responded about that issue. Performance and compensation board for developing Human Resource of the organization. But in Pakistan the evaluation criteria based on performance is not liked bye employees was difficult to be maintained.

Some of the modern HR practices like outline job description and any performance indicators were introduced so as to make aware the management cadre of their job responsibility and to have knowledge about roles and responsibilities of subordinates.

In addition to the above practices training need analysis was also introduced for one stop shop (OSS) for improvement in the delivery of services.

The management staff were receiving training and Annual training calendar has been unproduced for creating an awareness about the challenges, opportunities and threats in the environment.

The top management informed that soft skills training program is in the offing for the lower level employees. It will have a focus on improving the behavior of employees.

The employees of southern district are immensely under the influence of local culture, customs and traditions and there is an urgent need to involve them in behavioral training session as they were still canaries of modern HR practices of dealing with customers.

Their dealings with internal and external customers' needs refinement and are possible with the help of HR practices.

The voluntary separation scheme (VSS) after the privatization was the method adopted for removing non

management staff. The employees responded that we accept it due to the fact that we have no other alternative. Such HR practices were the need of the hour whereby the employees could be utilized for any productive activity.

The PTCL employees were not that much knowledgeable and hence team work was difficult. The Co locations, contact counter and shared procurement policies and secondment as well as training were difficult to be implemented due to above stated reasons. HR practices should be such devised whereby it is easy to implement policies. HR practices and quality have direct relationship the telecom organization have introduced customer relationship management (CRM) for enhancing quality of customer relationship. Most of the customers in academic sector complained that PTCL authorities do not care for our complaints. No timely action is taken for fault or defection in the service. The local regional complaint numbers mostly remains offline and the customers complained that we were forced to register complaints to Islamabad's centers.

Labor management relations in PTCL were not based on trust. The employees by themselves were having divided opinions about the functioning of the unions. The union leaders were prone to accepting perks and privileges for themselves ignoring the legal demands of employees the employees also responded with negatively about the leave management system. They noted that leave is awarded on basis of close relations with immediate boss and not on reality.

The introduction and then successful operations of new technology is totally dependent upon the behavior of end users. If the end user's are skillful then they will example new software's needs new knowledge. Biometric systems are working well in other developed countries. In case of PTCL the respondents observed that new technology was harming their own skills and abilities and were depriving them of their jobs. Such HR practices needs to be implemented whereby it covers the above stated grievance of employees.

Conclusion of the study

The human resource managers of PTCL are by themselves are not that much knowledgeable and skillful these is an urgent need to equip them with the practices used in developed nations organizations..

Pakistan has a very different environment for organizations to prosper. The lack of accountability rampant corruption and political influences are also a handle in developing and implementing appropriate practices so consideration should be given to the specific culture. Line managers remain in constant contact with lower level employees. They have more information about the needs of the employees and can practice better solutions. Therefore the managers should be given more autonomy while designing HR practices. Top management of PTCL have more autonomy than line management and when decisions are implemental from above then mostly resisted.

The political behavior and last for power in a religiously polarized politically divided and economically exploited society should be researched.

Trade unions should not be used for personal motives and intentions proper framework should be made to their reorganization.

Pakistan higher education commission is instrumental in producing foreign qualified PhD's the need is to develop industry academia linkages and to provide an opportunity to those PhD's to share their research for the betterment of both public and private sector organization.

PTCL authorities also needs to provide fund to higher education commission for sponsoring PTCL specific PhD's

The training at PTCL should be streamlining of and should be made result oriented.

List recommendations for purpose research and for solving the current gaps is discussed in detail

Recommendations

It has been amply illustrated that how human resource practices have been affected by internal and external factors. The point that best practices produces better benefits and in term overall performance of organization is improved.

Careful consideration should be paid while structuring various HRM practices by the managers.

- 1) There must be a link in between HRM practices and the goals and objectives. If the link is missing then most efforts will go down the drain.
- 2) PTCL should take corrective measures where there is provision of evaluation of HRM Practices from time to time. The evaluation can be made by survey of employees because every strategy/practices affects employees either positively or negatively. All options open approach should be followed where we can introduce the desired changes from time to time.
- 3) Historical context should be given due weightage while designing HR practices. Past practices like for example before privatization employees enjoyed flexible working hours and absenteeism was not considered bad. Now after privatization these habits like poor performance, absenteeism are not tolerated. A flexible approach should be followed during formulation and implementation.

- 4) HRM departments should be inaugurated at all the regional centers and especially the districts where employees are under influence of tribalistic cultures and societal norms.
- 5) Financial and moral support is of much value and top management are under obligation to support the HRM initiatives. Already existing HRM departments should also be supported to design employee friendly HR practices.

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