Using "Beyond the Quick Fix model" identify the challenges of PTCL and suggest as OD consultant for the development of this organization

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HISTORY

PTCL is the first telecommunication industry of Pakistan. In order to understand how PTCL Corporation was developed, one need to look before partition since telecommunication services were introduced in the subcontinent by British through bringing post and telegram services. During the independence era Pakistan had only 14000 telegraph and telephone but with the passage of time and increasing needs of organizations and people for communication telegraph and telecommunication department were separated. Also separate department of post services and telephone and telegraph were developed in 1991. Pakistan Telecommunication ordinance which not only led to the transformation of telegraph and telecommunication department into Telecommunication Corporation of Pakistan but also allowed potential new entrants to enter the telecommunication sector of economy. Afterward government took an initiative to bring foreign investment in telecommunication sector by privatization of Telecommunication Corporation in 1991. Although PTCL was privatized but still it was enjoying monopoly in the telecommunication sector therefore on the basis of Telecommunication Corporation monopoly in Pakistan, Pakistan Telecommunication Corporation was developed and listed on Stock Exchange in 1996 under the ordinance of "Pakistan Telecommunication Reorganization Act 1996" (Shah, Rashid, Ullah & Ahmed, 2009).

PTCL was a government organization till 2005 but later in 2006 decision was made regarding privatization of PTCL, resulting in PTCL owning 62% of the shares, whereas 26% shares were occupied by Etisalat Telecommunication Company of United Arab Emirates and the remaining shares were offered to public. PTCL even after privatization enjoy monopoly in the land line market by occupying 96% of the market share, and is the largest telecommunication firm in Pakistan.

Privatization of PTCL

During nineties the wave of privatization started in Pakistan as a result many public owned organizations were sold. The main purpose of the privatization was to bring investment in Pakistan and decrease government involvement in public organizations. Similarly for this purpose, PTCL was also privatized. During the privatization, a decision was made to sell 26% shares of PTCL. Among all bidders, three bidders were shortlisted including Etisalat UAE

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based company won the bid by offering $1.96 per share. However, it is generally accepted that in privatization of PTCL corporate governance failed to play its role. This is due to number of reasons which are given below (Siddiqui & Mangi, 2013):

- It is generally accepted that only those organization are privatized whose financial performance is very weak and the organization is near to liquidation but in the case of PTCL a very profitable organization, which was put up for privatization. According to researcher the performance of PTCL before privatization was very strong as PTCL used to generate a profit of 84 million before the privatization it was not only generating profit but also provided employment opportunities to people living in Pakistan. But in 2004 the government which hold major shares in PTCL pressurize it to pay dividend of amount 25 billion rupees from the profit of 30 billion thus causing PTCL to pay dividend rather than investing it in the production of new, innovative product and services (Siddiqui & Mangi, 2013).

- After Privatization company went into downsizing its employees. In this downsizing process in order to prevent chaos, the board decided to offer money to the employees, and thus perusing them to voluntary exist the organization, but as a result the organization did not only bare a financial loss of around $256 million but also lost experienced employees. This further created fear among the existing employees of losing their jobs thus decreasing the organizational commitment among employees (Siddiqui & Mangi, 2013).

PRODUCTS AND SERVICES

Product and services included in the portfolio of PTCL are:

Broad Band

Broad band communication is divided in to two products which include DSL wire line and EVO-3G wireless

DSL wire line

DSL wire line refer to landline connection, PTCL has around 0.8 million consumers spread all over Pakistan moreover further packages has been introduced in order to increase customer base such as unlimited packages which allow the consumers to take advantage of free internet access, make local and international calls using internet. In addition to unlimited packages another product under DSL wire line which is known as "Jado Box", this product allow consumer to enjoy a combination of three things DSL, EVO and Voice. PTCL in the category of DSL wire line has introduced "smart IPTV service", which help PTCL in increasing its customer base 56%. Apart from increasing market share by introducing new product, PTCL has also tried in expanding it network in the rural and further remote area of Pakistan this further helped PTCL in increasing its customer base 1.65 million (Pakistan Telecommunication Corporation Limited, 2014)

EVO-3G wireless

EVO-3G is one of the most rapidly growing products of PTCL as the growth rate of EVO-3G is approximated to be 90%, with the help of 3GEVO PTCL targeted low income consumers. In addition to 3GEVO, PTCL has also introduced Wi-Fi tablet and EVODROID.

EVO-3G is spread all over the Pakistan thus considered as the largest wireless network existing in Pakistan for instance EVO-3G is available in 1409 cities and sites all over the Pakistan (Pakistan Telecommunication Corporation Limited, 2014)

Voice

Landline

PTCL enjoy monopoly in the Landline as it has the largest distribution network but PTCL land line revenue has been greatly affected by introduction of cell phones, thus various initiatives are taken by PTCL such as free calling from PTCL landline to other land line, introducing low call rates for making calls to mobile etc (Pakistan Telecommunication Corporation Limited, 2014)

V-fone

PTCL V-fone has the largest WLL network, in order to attract customer various packages are offered such as one rate for making calls all over Pakistan, along with nonstop package which allow consumer to make on net calls at the lowest rate (Pakistan Telecommunication Corporation Limited, 2014).

Carrier and Wholesale Service

PTCL carrier and wholesale service has made an important contribution in enhancing and improving information technology in Pakistan as it provide various telecommunication services such as VSAT, services of Line and Traffic routing (Pakistan Telecommunication Corporation Limited, 2014).

Corporate Services

PTCL does not only cater needs and demand of Local customers but it also offers product and services in order to satisfy the need and demand of organizations as well as result in targeting corporate segment of the market PTCL by receiving 12% profits. The product and services that PTCL provide to corporate sector include Managing Services, providing IP surveillance, Hosting of web and data centers. Further extension has been made in the corporate services department by targeting needs of Small and Medium Enterprise (Pakistan Telecommunication Corporation Limited, 2014).

SUBSIDIARIES

Ufone

Ufone is a subsidiary of PTCL which started operating in 2001 under the management of Etisalat. Ufone is one of the major competitors in the telecommunication service market with a market share of 18.6%, Ufone was first organization in the telecommunication services

market to introduced Multimedia messaging and GPRS services and international roaming all over Pakistan. The customer base of Ufone is around 24 million although it has been decreasing over the period of time due to increase in competition in the telecommunication sector, one of the major reason for having a large customer base is that the network coverage of ufone is extended to 10,000 locations all over Pakistan, in addition to catering the need of connecting with local people, Ufone also cater needs of connecting with the people all over the world by making availability of international roaming in 140 countries of the world. The major target market of Ufone is common people, who look for affordable products, apart from targeting low cost consumer Ufone has also increase its segmentation by targeting the youth of Pakistan by introducing offers such as youth package etc. According to recent report Ufone has also taken initiatives for going green thus helping society to make a better place by building hospitals, schools and maintaining sustainability in environment (Pakistan Telecommunication Corporation Limited, 2014).

Rozgar Microfinance Bank

Rozgar Microfinance Bank is another subsidiary of PTCL. PTCL through Rozgar Microfinance banks aims to provide branchless banking providing facilities to its customers such as enabling one person to easily transfer money to another, cash in and out, facilitate in loan payment, making easier for government to pay to people. All these initiatives have been taken with the purpose of making banking services cheaper as compared to traditional banking services (Pakistan Telecommunication Corporation Limited, 2014)

MAXCOM

MAXCOM is an organization that provides services of internet with 6000 customers spread throughout Karachi and Hyderabad. By acquiring 100% shares of MAXCOM PTCL has provided its customers an opportunity to enjoy better servicers of PTCL product and services.

EXTERNAL ENVIRONMENT ANALYSIS

Political Analysis

Telecommunication sector is regarded as cash cow by the government of Pakistan. This relevance is obvious by the unjustified brutal treatment of government to this sector .critics increasingly spotlight that government believes rich people to be the target market of this service. The taxes levied on this sector are far greater than other countries of the world. In addition to this there exists an endless delay in government's decision of giving this sector status of an industry. This discrimination on the part of the government is resulting in inefficiencies in this sector. An example of this can be a surprising imposition of heavy tax during auction of 3G and 4G technology (Amin, 2016).

Economic Analysis

Taxation

Taxation has been highlighted as one of the major problems of telecommunication industry,

these taxation are not only high in amount but are also imposed in different forms such as activation tax, sales tax, income tax thus decreasing the income of the telecommunication organizations. Therefore there has been increasing emphasis on the government to reduce the taxation but as telecommunication sector is one of the most developing sector of the economy, for the purpose to generate more revenue by the government, this request is usually ignored (Ahmed, et al., 2011). This increase in the amount of taxation charged from telecommunication sector cause telecommunication organization to increase the cost of product which in the intense competition, telecommunication organization could not afford as customers will switch to other competitors and substitute thus effecting the customer base of the organization.

Terrorism

Terrorism is one of the major issues that Pakistan is facing now days as it has affected every sector of the economy. The risk to which telecommunication sector is exposed due to terrorism are:

- Telecommunication sector has also suffered losses due to terrorism for instance 87 Exchanges, 127 building and 51 mobile towers has been destroyed due to terrorist activities just in one province Khyber PakhtunKhwa, (Ahmed, et al., 2011).

- Terrorism has not only affected telecommunication industries by destroying their infrastructure but terrorism telecommunication industry in Pakistan is effected in many others ways .for instance terrorist usually used cellphones to activates bombs, this is the reason most of the time telecommunication services are closed during special events (Bedi, 2005),such as Muharram in order to prevent terrorist activities this caused telecommunication services to suffer the loss of business that is generated by calls made by people every day .

- In addition hackers also help terrorist in obtaining personal information of individuals which can easily be used in terrorist activities thus destroying the reputation of telecommunication organization from which the hacking take place. (Bedi, 2005), apart from taking another identity terrorist also develop fake identity by developing fake identity card and thus use these telecommunication services for the bombing etc.

- Cyber terrorism is also a way which effect telecommunication organization (Bedi, 2005).

- Using telecommunication services is only one aspect that help terrorism in their activities, but now a days terrorist has also gain access to internet, as they plan organize, manage their activities and also generate funds using on internet (Bedi, 2005).

Technological Analysis

3G and 4G

3G and 4G represent the future of telecommunication industry in Pakistan. The government of Pakistan has decided to auction 7 and 8 version of 3G technologies, as it will help Pakistan to gain further progress in the field of telecommunication (Ahmed, et al., 2011). Recently the Government of Pakistan has decided to sold 3G and 4G in an auction which will enable

Pakistan to enter in to new technological era, therefore every telecommunication organization is trying its best to obtain 3G and 4G. The Auction of 3G and 4G took in Pakistan on April, 2014 by Pakistan Telecommunication Authority, the five big giants of Telecommunication Industry Participated which Included Ufone, Mobilink, Zong, Telenor and Warid. Among these five major organization Ufone, Mobinik, Zong and Telenor were able to qualified for the bidding and through auction Zong was able to get obtain license for both 4G and 3G , were as on the other hand Mobilink, Ufone and Telenor was able to acquire only 3G. (Daily Times, 2014)

Legal Analysis

Ambiguous law

In Pakistan, the law is very ambiguous regarding the taxation of income in the telecommunication sector for instance there are no specifications regarding whether and how the income of call center operated by PTCL will be taxed, will it be taxed on the basis of foreign income or Pakistani income. (Ahmed, et al., 2011). For instance according to FBR the telecommunication sector should pay tax on interconnection services which if collected will be around 45 billion where as according to telecommunication sector these taxes are already being paid by the user of the services (Husain, 2012).

Reduction in Tariffs

On the heat of ambiguous laws that were hitting this industry a cooling role is placed by Pakistan Telecommunication Authority (PTA) – government's regulatory Authority for this sector. PTA took a stand on the complaints of PTCL related to high tariff that were becoming a reason for high customer dissatisfaction. Tariffs were reduced so that low cost benefits could be shifted to customers resulting in higher satisfaction. Furthermore, a step forward, the concept of floor pricing with regards to tariff were introduced adding up to ease of this sector (Pakistan Telecommunication Authority, 2006).

INTERNAL ENVIRONMENT ANALYSIS

Porter's Five Force Model

Rivalry among Competitors

Pakistan telecommunication industry is one of the fastest growing industries in Pakistan. Due to immense competition among the organization every day new offers are presented such as low call rates, free calls, value added services just to attract each customer and have their portion of market share. (Kumar & Uma, 2013). PTCL has major competitors operating in three areas, although in wired line and wired local loop PTCL is the major leader, in wired line there are no competitors, although in wired local loop PTCL's major competitors include World Call, Wateen (Shah, Rashid, Ullah, & Ahmed, 2009) and when it comes to cellular services PTCL subsidiary Ufone is facing immense competition with Mobilink, Telenor, Warid and Zong. According to the recent report the market share of Ufone has decrease from 19.9% to 18.6% due to immense competition; however the market leader is Mobilink with a market share of 28.9%, followed by Telenor with 26.1% and third position is occupied by Ufone with

18.6% (Pakistan Telecommunication Authority, 2013)

Threats of New Entrants

In the case of cellular services currently there is no potential threat for new entrants due to increased competition (Shah, Rashid, Ullah, & Ahmed, 2009), furthermore Zong (CM Pak) which is consider a new entrant in the telecommunication industry poses a threat to PTCL subsidiary Ufone since in the past year it has increase its market share from 14.0% to 16.4% (Pakistan Telecommunication Authority, 2013). On the other hand in wired line since PTCL has made its ground strong by providing a great infrastructure all over the Pakistan thus it is hardly possible for a new entrant to survive in this area, were as in wired local loop sector the existing competitors are trying themselves very hard to survive thus showing no profit for the new entrants (Shah, Rashid, Ullah, & Ahmed, 2009).

Bargaining Power of Suppliers

In telecommunication industry there is no bargaining power of suppliers due to standard regulation set by Pakistan Telecommunication Authority.

Bargaining Power of Buyers

In the telecommunication industry due to low switching cost and increase number of substitutes available to the buyer, the bargaining power of buyers is very high for instance if an organization increase its call rates then since the switching cost is low and increase competition cause the competitors to take the advantage of the situation persuading the buyer to ultimately switch to its product, affecting the market share of organization which increase the call rates.

Threats of Substitute

Although PTCL has extended itself in every sector of telecommunication whether it is wired loop, cellular services but one of the biggest substitute available to consumers in internet telephony for instance Viber, magic box, which allow the consumers to make free calls to customers.

Strength

The strengths of PTCL are as follow:

- PTCL is the largest telecommunication organization of Pakistan (Pakistan Telecommunication Corporation Limited, 2014).

- PTCL has covered each dimension of telecommunication industry by providing variety of services from a simple phone call to internet services, videoconferencing to not only general consumers but also organization (Qazi, 2012)

- According to a recent report PTCL has further strengthen its financial ground by increasing their profit by 97% (Baloch, 2014)

- PTCL has the largest infrastructure all over the Pakistan of wired Line (Shah, Rashid, Ullah & Ahmed, 2009).

- Ufone, subsidiary of PTCL has the third largest market share of 18.6% (Pakistan Telecommunication Authority, 2013).

- PTCL is the first organization to introduce Corporate SMS Service in March 2014 which enabled organization to send bulk messages to each and every employee regarding any updates, crucial information. (Pakistan Telecommunication Corporation Limited, 2014).

- PTCL has entered an agreement with the leading telecommunication operators from all around the world to build a Submarine Cable System which will help Pakistan to satisfy its customer's broadband demands (Pakistan Telecommunication Corporation Limited, 2014).

Weakness

The major weaknesses of PTCL are:

- The market share of Ufone has declined from 19.9% to 18.6% (Pakistan Telecommunication Authority, 2013).

- Employees are demotivated due to lesser pay structure as compared to corporate sector as well as promotions that are been stagnated for years (Jan, Jalali, & Zaman, 2013).

- Up till now PTCL has not published any report that could indicate the absenteeism of employees thus unable to calculate the turnover rate, which is a very important indicator of the issues and dissatisfaction employee are facing in the organization (Shah, Rashid, Ullah & Ahmed, 2009).

- There is no Research and Development department in the organization which could highlight new needs, demand and opportunities to capitalize on (Shah, Rashid, Ullah & Ahmed, 2009).

- In Pakistan the telephone wires connection are in open air thus more prone to destruction due to rain fall causing in the end PTCL to bear the cost (Shah, Rashid, Ullah & Ahmed, 2009).

- Rules and regulation are not followed by employees due to whom employees are allowed to come late and leave any time they want thus affecting the performance required in time (Hamza, 2009).

- PTCL has a Role culture, which affect the efficiency and effectiveness of the decision making process within the organization and increase the communication gap between top management and other levels of management.

- Due to increase competition according to researchers PTCL lose around 40,000 customer per year (Asghar, Ayyaz & Abbas, 2013).

- PTCL fails to satisfy its customers of land line market by not handling customer problems correctly (Asghar, Ayyaz & Abbas, 2013).

- PTCL has not introduced any innovative services (Asghar, Ayyaz & Abbas, 2013).

- PTCL's poor maintenance services and technical problems which occur frequently has caused customer to move to other substitutes (Asghar, Ayyaz & Abbas, 2013).

Competitors

The major competitors of PTCL are:

Mobilink

Mobilink originated in 1994; currently Mobilink has the largest market share of 28.9 in the telecommunication industry with more than 35 million customer base providing coverage in 10000 countries all over Pakistan and 150 countries all aound the globe . Mobilink has attracted customers by providing high quality services (Shah, Rashid, Ullah & Ahmed, 2009)

Telenor

Telenor is a European based organization which in under the management of Telenor Group, Telenor after entering into Pakistan market became the one of the major competitors with a customer base of 28 million, currently Telenor has the second largest share in the telecommunication market with the market share of 26.1% (Taylor, 2012)

Zong

Zong is considered as one of the major threat to all telecommunication companies in Pakistan with the fastest growing market share from 14.0% to 16.4%. Zong is a project of China Mobile Pakistan (Shah, Rashid, Ullah & Ahmed, 2009)

Warid

Warid telecom is Abu Dhabi based, which entered in to Pakistan providing telecommunication services in 2005, currently Warid telecom has the lowest market share in the telecommunication industry with the market share of 11.2% (Shah, Rashid, Ullah & Ahmed, 2009).

Worldcall

World Call is one major competitor of PTCL in wired local loop, World Call entered into Pakistan telecommunication market in 2008 and has played a major role in bringing innovation in wired local loop in Pakistan telecommunication market.

BEYOND THE QUICK FIX MODEL

In order to diagnose the problem occurring in PTCL Beyond the Quick fix Model is implemented which include the following steps.

Initiating the program

Initiating the Beyond the Quick fix model requires commitment from the top management that organization has been facing a problem thus in order to solve it the top level is ready

to provide support of all kind and commitment that no matter what steps are taken top management will commit to act, provide their time, resources and willingness in bringing positive change in organization

Diagnosing the problems (analysis of threats/opportunities)

Diagnosing the problem involve identifying the organizations opportunities and threats

Opportunities

- Obtain 3G as it will help PTCL

    - Increase customer base

    - Increase sales

    - Increase average revenue per user

    - Reduce CHURN rate which means switching of current consumer to others competitors

- PTCL should try to provide its customers WIMAX technology.

- Government of Pakistan has reduced the tariffs of PTCL in order to help it survive and progress in the telecommunication sector (Bhatti, 2014)

- Since PTCL has the largest infrastructure thus it should try to improve telecommunication services in the rural areas of Pakistan as they account of larger portion of market (Bhatti, 2014)

- PTCL could also introduces wired less local loop in the rural areas of Pakistan (Bhatti, 2014)

- Retain customer in the wired line through increasing loyalty by training customers care department to handle customer problems effectively (Asghar, Ayyaz & Abbas, 2013)

Threats

- The telecommunication sector of Pakistan is facing an immense competition , thus every day new schemes are bening introduced to attract customers, in the war between the cellular services Zong is considered the greatest threat to Ufone since it has increase its market share from 14.0% to 16.4% and is expected to beat Ufone in the year (Pakistan Telecommunication Authority, 2013).

- The competitors of PTCL are growing stronger with the passage of time for instance Zong has been eabling its customer to make calls at the lowest call rates and after acquiring 4G it is expected to further increase its customer base and beat Ufone by acquiring more market share in the telecommunication industry, on the other hand Mobilink which has the largest market share in the industry is trying to increase its customer base by providing good quality services which is made possible with the help of motivated and satisfied employees, similarly same strategy is adopted by Telenor, as Telenor is also focusing on better quality services to increase its customers base.

- Terrorism is one of the greatest threats to PTCL Wired Line since it has destroyed the infrastructure of PTCL in Khyber Phakhtun Khwa.

- Apart from terrorism another threat for PTCL wired line and wired local loop is that people are switching towards mobile phones from landline phones.

- High amount of taxation imposed by the government in order to earn more revenue from the telecommunication sector poses a threat to PTCL as it will reduce their revenue (Ahmed, et al., 2011).

- Inflation is also one of the concerns for PTCL as inflation increase the cost of product thus reduces the spending or purchases made by consumer.

- PTCL losing its customer base as PTCL loses 40,000 customers every year.

Scheduling the 'tracks

In scheduling the tracks six tracks are analysed by the consultant namely Culture, Strategy, Structure, Management Skills, Team Building and Reward system. The analysis of the tracks are given below in detail

Culture

In Pakistan telecommunication Limited task culture is followed, this is shown from long hierarchy of position in PTCL (Hamza, 2009), for instance at the governance level there is President, followed by Senior Executive Vice President and Executive Vice President of each department at the top level management. After SEVP and EVP there are General Managers followed by senior managers and so on (Pakistan Telecommunication Limited, 2012). There are various issues highlighted in the culture of PTCL for instance their standard rules and regulation practices on paper but not in practice due to which employees are allowed to come late and leave any time they want thus effecting the performance required in time, in addition to that there is no coordination present among different departments resulting in a gap in communication. Furthermore a climate has been developed as according to lower level of management, top level of management lack the technical knowledge (Hamza, 2009). In addition this perception developed by the employees, their also exist a negative attitude of employees towards management which had created unhappiness among both employees and management for each other's efforts, creating an environment in which employees do not feel comfortable to work , thus preventing employees to give their best and transcend their own self-interest in order to achieve the goals of organization (Jan, Jalali & Zaman, 2013).

Strategy

The strategies adopted in PTCL at governance, top, middle and lower level are same as those adopted before Privatization (Siddiqui & Mangi, 2013). But in 2012 PTCL governance level decide to change it strategy in which employees are given power to make decision, thus increasing involvement of employees in the organization and commitment to the work they are doing, on the other hand giving employee power to make decision further increase creativity and out of box thinking, in order to execute this process a sales conference was held in Islamabad with 71 employees from the sales department which included employees at top , middle and

lower level of sales department (Tribune, 2012).

Team Building

Due to presence of role culture in PTCL team culture was not appreciated, however initiatives has been taken by PTCL for development of teams such as recently PTCL with the help of go-Karting activity enable employees of different department to know each other, develop informal communication relating to their experiences, past events (The Nation, 2014). Similarly another initiative was taken by holding conferences in which retailers, distributers, suppliers were invited and one whole session was attributed to team building that could help them perform their task effectively and efficiently (Tribune, 2012).

Structure

Being a government organization PTCL has a long hierarchy of designation. Governance level include Board of Directors, Chairman, followed by Senior Executive Vice President of Finance, Administration, HR, Corporate Development, Commercial, Business Development, Special Projects ,Business Zone South and Central along with Chief Information Officer and Chief Technical Officer at the top level of management (Pakistan Telecommunication Authority, 2013). After top level of management the middle management include General Manager, Senior Manager and Manager and then at the lower level there are designations such as Assistant, Technicians, Clerks, Line men, Operators, Supervisors, and Drivers etc.

Reward System

Reward system of PTCL can be analyzed by focusing on three Compensation, Appraisal and Career.

Compensation

Although the salary that PTCL provides to its new inductee is correlated with the market based salaries but afterwards they do not make changes to the salaries package of employees as a result a new inductee even after spending years at organization does not receive pay that is equal to corporate sector neither are able to enjoys benefits provided to government employees, for instance PTCL has many times rejected it employees to provide increase in salary due to inflation announced every year due to inflation .furthermore there are also cases where two employees who are working at same level receiving different pays . Thus due to all these factors employee dissatisfaction is very high (Jan, Jalali & Zaman, 2013).

Performance Appraisal

PTCL after privatization has changed its Performance Appraisal system, it has introduced Online Performance System, KPIs through which it is able to measure the performance of individual and on that basis promote employees, however the employees are annoyed by the present system of performance appraisal causing them not to corporate with the management (Jan, Jalali & Zaman, 2013). However to boost employees various schemes has also been introduced such as Hajj Scheme in which those employee who perform best among all employee will get a chance to perform Hajj (Pakistan Telecommunication Authority, 2013) and providing bikes to employees working in customer care division (Pakistan Telecommunication

Corporation Limited, 2014).

Career Planning

In PTCL the promotion of employees is not on time as a result there is a long queue of employees waiting to get promoted this has further create frustration among employees (Jan, Jalali & Zaman, 2013).

Management Skills

By improving and further standardizing its hiring process PTCL is able to hire people with good skills youth for instance only those candidates resume are accepted whose CGPA is greater than 2.80 or 70%, further outsourcing of hiring candidate through National Testing Services have further ensured that induction of employees are done on the basis of merit (Jan, Jalali & Zaman, 2013). In the year of 2011, Human Resource Department of PTCL has provided Online Description of Job highlighting each individual responsibilities, duties so that they can understand how their work contribute towards achievement of overall organization goals and in order to prevent clashes between responsibilities of two employees .In addition to identify any discrepancy, problems skill assessment is carried out by Human Resource Department which enable them to perform effectively and efficiently and thus increase the productivity (Pakistan Telecommunication Authority, 2013).

Implementing the Tracks

On the basis of the issue identified following initiatives need to be taken

Improving Customer Service Department

As discussed, above are the major reasons due to which PTCL's revenue from wired line is decreasing and customer service representative are unable to handle the problem of customers effectively and efficiently thus causing customer to shift to other customer. Therefore PTCL should provide training to its customer services department which will ultimately make customer happy and thus further increasing customer base.

Build Employee Satisfaction

On the major problem identified which studies PTCL Corporation is that their employees are not satisfied, as according to many recent studies one component which have a major impact on the satisfaction of employees is compensation (Igalens & Roussel, 1999; Fossum, 1979; Sopiah, 2013; Palomino, Saez-Martınez & Canas, 2013) but on the other hand in PTCL the compensation of employees is not correlated with what other organizations are offering for same position, as a result employees are dissatisfied which is ultimately effecting the performance of employees and further this satisfaction is transferred to customer by providing not up to date services and thus resulting in customer dissatisfaction. Although initiatives such as Hajj Schemes are adopted in order to motivate employee but unless and until their basic needs are not satisfied motivation schemes such as Hajj Schemes would not be successful. Moreover as highlighted in career planning employee promotions are stagnant for years which results in frustration in employees causing employees to develop bad perception about the management, which is again affecting the performance of employees.

Changing Climate

As discussed in the culture, employees have developed a negative attitude towards management due to their behavior, as a result this negative attitude created differences between management and employees and making both management and employees unhappy with each other thus in addition to focusing on compensation and rewards the management should also take steps in order to remove this negative attitude and efforts should be made to increase collaboration between management and employees.

Improve Informal Practices

As specified in the culture section although formal written procedures and arrangement are correct but when it comes to informal procedure and arrangement which represent the way things actually are, are not correct for instance allowing employees to come late and leave before time effect the productivity thus causing organization to suffer thus measure should be taken regarding improving informal practices and thus further improving perception of employees about the organization.

Development of Research and Development Department

As organization has move from agricultural to informational technological thus consumer prefer to use innovative product and services (Asghar, Ayyaz & Abbas, 2013). However there is no research and development department in PTCL, thus there is a need to develop research and development department that could produce innovative product and thus attract customers. Furthermore since there is an intense competition in the telecommunication market thus if PTCL want to remain in market thus there is an intense need to produce products at a low cost and high quality as compare to competitors (Hashim, 2013)

Team Formation

Since the role culture prevail in PTCL this type of culture prevent the formation of teams, every individual is responsible for his or her own as a result employees are unaware of how their work is related to organization as a whole, what contribution they can make in achieving organization's objective, how their quality of work affects other departments. The employees of the PTCL admit themselves that gap in communication does not only exist between management and employees, but management within themselves have a huge gap in communication (Hamza, 2009). This could be solved with the help of Team formation however realizing the importance of team formation, PTCL has taken some initiatives for team building purpose but still they are not enough further steps need to be taken for formation of teams including individuals from each department.

Aligning Strategy with the Structure

As discussed in the strategy that PTCL is trying to empower employee to make decision, and thus developing creativity but an important concepts that is ignored that giving authority to employees will make organization decentralized however this is in contrast with the culture of PTCL, the culture that adopted in PTCL is a role culture in which in order to make a decision the decision goes to complete hierarchy and unless and until a decision is approved by the top management it is not implemented. Therefore the strategy adopted by PTCL is totally

in contrast with the structure, thus steps required to be taken for alignment of strategy and structure, otherwise further challenges and problems would be created.

Placing Right Employee in Right Place

Although many steps have been taken by HR department to hire people which are capable of performance, educated rather than hiring inexperienced employees as PTCL used to hire before privatization , further improvement have been made by developing job description and Job Specification enabling employees to know what are their duties and what work is expected from them , on the other hand helping management to know that whether the person have skills to do the job , but one place where HR department is lacking is placing right employee in right place (Hamza, 2009).

Evaluating the Results

Once all the recommendation has been implemented the next step is evaluating the tracks in which the OD consultant is require to evaluate that whether the step taken has solved the problem and resulted in increasing the performance, whether the desired objectives for which the model was implemented has been achieved or not, if achieved then the work of the consultant is done however if not then the consultant needs to see the flaws in each and every step implemented to track and diagnose the problem and to initiate the programme.

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