



“COMPARATIVE ANALYSIS OF PRIVATIZATION’S IMPACT ON INDUSTRIAL RELATIONS AND EMPLOYEE OUTCOMES IN PAKISTAN’S ENERGY AND TELECOMMUNICATION SECTOR”

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ABSTRACT

Purpose: *The purpose of the research is to analyze the Privatization’s Impact on Industrial Relations and Employees Outcomes in Pakistan’s Energy and Telecommunication Sector i.e. K-Electric & PTCL, how we can privatize to any Govt. organization in future, what type of challenges would be face in it.*

Variables: *The variables of research are Employees Turnover, Job Satisfaction and Industrial Relations and how any new employer controlled to any Govt. organization.*

Methodology: *It is research based case, quantitative and qualitative study (mix-method). In depth interviews were conducted together data regarding related variables of KE/PTCL.*

There are about 500 employees of the concerned departments and we had interviewed / collected data form from available employees in which 375 forms were selected for sample size.

Results: *As the study was descriptive in nature, it was an inductive type of study. The researcher inference was moderate in nature in the practical working environment. The research was conducted on non-contained environment it was a field experiment as describe above. So it means that we have analysis a cause effect relationship the unit analysis was individual as we had conducted our close ended questionnaire filled in the different Managers / Employees. Regression Analysis was also done. The time horizon is cross sectional.*

Significance: *This could be used as benchmark for industrial relations management in any big organization in Pakistan.*

Keywords: Mix Method of Research, Employees Turnover, Job Satisfaction, Industrial Relations, Privatization

1. Introduction:

As topic is, “Comparative Analysis of Privatization’s Impact On Industrial Relations and Employee Outcomes in Pakistan’s Energy and Telecommunication Sector”. In this study along with literature related with Turnover, many other aspects are going to be discussed like, problems were facing during and after turn around period in the KE & PTCL, how KE’s & PTCL’s management dealt with the unions and re-structured the organzaion.

As subject indicator indicates tht how contented an individual feels while performing his/her duties towards job satisfaction. It cannot be defined alone by a single measurement. It’s an amount of contentment concerned with the job. If employee like hi/her job intensely he/she would be experience high job-satisfaction level, if an employee dislike his/her job-intensely he/she would experience of job-dissatisfaction. JS is an-individual’s emotional reaction-towards the job. Privatization is a transfer of assets/ownership & control of state owned enterprises from the public sector to private sector.

PTCL is working in the country for the past-several decades & it’s provides telephone facilities across the Pakistan. As per rough estimate more than 2000 telephone exchanges are operating-under the umbrella of PTCL in the country. Formerly,PTCL was in the ownership of the GoP and now the holding has been-reduced to 62% in 2006 due to the fact that it’s privatized & 26% of the shares and control was sold out to-Etisalath Group.

The 12% remaining was traded-in stock market to the general public of the country. In the year 1995 about 5% of the shares of PTCL were allocated to PTA Called FAB abbreviated as



frequency allocation board. Reformation agenda more tried to establish mobile (Ufone) and internet (Pak Net) subsidiaries in 1998.

The General Pervez Musharraf's agenda of privatization also witnessed the taking over of PTCL by Etisalat in 2006.

PTCL, was handed-over its various operations and functioning from Pakistan-Telephone and Telegraph department under the Act of Pakistan-Telecommunication-Corporation Act-1991.

PTCL started mobile/data services subsidiaries in 2001 as Pakistan-Net, but the brands were not able to beat the market. Ufone, at least was able to have major hold as cellular area of Pak net suffered-dissolution over the period.

In the year of 2005 GoS had-taken of decision to sell at-least 26% of the PTCL as private-entity to increase efficiency and probability.

According to **Dr. Carl Osunde (2015)** Privatization-increase job-satisfaction, training & development opportunities, increase-in salary & favourable working-conditions which improves-employee's productivity and as well as-performance.

Industrial relations represent as one of the significant multifaceted trouble of the 21st century. The development of this complex industrial world is the result of the first industrial revolution. The industrial scenario before the industrial revolution was small-scale manufacturing with limited investment and thus the market was limited to the local market and the number of employees was limited, which led to close interactions among employers and employees. It was much easier to secure the confidence and loyalty of the former since the relationship was based on highly personal and direct contact. The direct contact made it possible to resolve employees' problems, complaints, grievances or conflict immediately. Additionally, the economic activities of the people were free from State intervention, so under such conditions, industrial relations were simple, direct and personal. Then the circumstances have begun to transform since the beginning of the industrial development – increased business volume along with its need of enormous investments in financial and human resources, along with the emergence of a new and professional hierarchy of new managers, the relations between the employer and the employee turned out to be estranged and gradually antagonistic. These new circumstances overruled the old paradigm of managing things at a personalized level and gave birth to ideas such as impersonal, indirect and complex industrial relation. (**Singh, 1968**).

According to Johri (1969) in a broader view, industrial relations cover all the associations that an organization has with different components of the society that includes workers, government, customers and the general public. But in the more specific view it refers to all the dealings between an employer and employee along with trade unions and worker unions plus all sorts of impersonal and personalized relationships in the organization.

Industrial relations (I.R) subjective term and experts have offered various definitions to explain the ideas based on their personal experiences.

(Dunlop, 1958) explained I.R as “the complicated interrelations between managers, workers and the government groups”.

Another expert of subject, **(Dale, 1942)** offered following explanation of I.R, “industrial relations is the practice of management, managing with one or more unions with regard to negotiate and subsequently administer collective bargaining agreements or labor contract”.

K-Electric was consolidated on 13th September, 1913 under the Indian-Companies Act, 1882, that was later revised. The Company is listed on three exchanges namely, Pakistan, Lahore

and Islamabad. The company was nationalized in 1952 and the company was controlled at Federal Level.

The company's primary business is the production, transmission and distribution of electric power to residents, agricultural concerns, different businesses and industry at large. The company serves entire Karachi and Dhabeji & Ghara in Sindh & Hub, Uthal, Vindhar & Bela in Baluchistan.

In 2005 company was privatized. And the new management assumed control during the same year.

Abraaj Capital took control in September 2008 and added new power generation capabilities by adding new generators to the grid. Since Abraaj capital took over, they have added a fresh equity of Rs. 20 Billion and added new plants and generators at different locations.

1.1 Problem Statement:

As per Employees Turnover / Industrial relations perspective; employees were in their comfort zone and working as per their routine of sluggish style of working with corrupt practices. Most of the employment was due to influence of political parties and not on merit, which caused surplus employment. There was no possibility of downsizing/rightsizing and improvement of brand image. The management had intention to change the culture of mall practices and increase effectiveness and efficiency in operations of organization to serve the customers in true letter and spirit. For this, there was need of change in industrial relations & enhance employees job satisfaction level to achieve long term and planned success of the organization. Therefore, the prime objective of this study is to examine the impact of privatization on Employees turnover, Job Satisfaction & Industrial Relations Pakistan by using the cooperative study between K-Electric and PTCL.

1.2 Research Objectives:

To investigate the impact of privatization on Employees Turnover, Job Satisfaction & Industrial Relations at K-Electric and PTCL.

- i. To examine affect of most of suemprplus employees were belonging to different political parties and due to their affiliations with them, they were not performing their duties as per Organization's standards.
- ii. To examine affect of decision of the management related to the separation of the surplus employees was right for the Organization.
- iii. To examine affect that after privatization, all employments done on merit instead of political influences:
- iv. To examine affect employees turnover during turnaround period.
- v. To examine affect of current employees job satisfaction level of employees during and after privatization .

1.3 Research Questions:

- i. Is there any impact on employees turnover due to privatization.
- ii. Is it correct to say that decision of the management related to the separation of the surplus employees was right for the Organization?:
- iii. Does industrial relations practices were implented after privatization and these practices were effective for smooth functioning of the organization?
- iv. Is it correct to say that after privatization of the organization, employees job satisfaction level was enhanced?
- vi. Is it coreect to say that during turnaround period of the organization employees were retrenched on rithly?



2. Literature Review

In which they evaluated/analyzed research papers and selected concerned literature for critical review of the thesis.

PTCL's a-leading Brand-in telecommunication-sector in Pakistan,few years-ago it's a dream-in Pakistan and mostly paper-communication was-through post offices,now it's available on easy ways.

Employees,turnover is a-most important factor of human resource of an organization in-which management is eager to-censure,the reason for making a purposeful resistance is because-of reality that-organizations makesufficient investment-to the employees for development,training,workflow,reimbursement planning and building of viewpoint-to achieve-objectives & goals of the-organization. Then,increasing consequences of employee-turnover may-cause an effect on the organization's growth, the expense of managing as shown in most cases is reflected on-income statement bottomline.As a result, human resource management view is actively determining the descending-wave of the firm's turnover rate (Ghulam, Syed, & Zainab, 2012).From managers and academic point of view employees'turnover's received considerable-attention in organizations.Its main focus isto understand it's causes. The supposition is-inherent in this approach that employees turnover-is focused by definite,identifiable features of workers,firms,tasks&markets.By developing rules to highlight these-characteristics, leaders/managers might lessen the incidence of employee turnover in their relevant organizations.As highlighted by few observers,though, the results of employees-turnover have received considerably less-concentration from-researchers (Staw, 1980). (Osteraker, 1999) explained that organization's success depends on two essential pillars which are retention &employee satisfaction. (Faruk, 2011) publicized that there is a negative relationship between employee turnover &job satisfaction. (Osteraker, 1999) summarized from-pastresearch studies that the success of an organization depends-on 2xdimensions, firstone is social and secondone is mental/physical.These factors are made on-the socialcircle-basis,job description,development skills on the basis of personal relationship & all situations linked with skills needed to do the job. The workplace environment&compensation programs are most helpful to retaining competent employees (Aiza & Abdus, 2013). (Harkins, 1998) narrates employee's job turnover asthe access-to enter new-employees intothe organizations &the departure of current employees of the-organizations.Eventhough most of research studies-have been organized on turnover issue,most researchers focus on theroots of-employee turnover, but few-studies have been conducted in the examination of sources ofemployees turnover,guiding various strategies and effects those are-helpful for managers in different organizations to makesure that there's continuity of-employees in the organizations to improve organizational effectiveness.(Abdul & Kaleem, 2014).

According to Baker (2007) as cited by(Ahmed, & Mehmood, 2012) Administration&Finance Secretary,Massachusetts State,USA,Privatization'd become a prime conflict of upcoming-decade. The merit and demerits of state owned enterprises realized by the state and residents in mid-1980s. Instead of viewing the enterprise features, various governments owned firms had turned intothe platform, of politically influenced recruitments or ballot gainers by way ofemployment distribution. Similarly, therefore, a number of state-controlled ventures suffered from financial loss and statesare more and more realizingtofeasible decrease the expenditure of controlling through modifying the role and contribution in the financial system.



So, states from across the globe, have initiated an enormous and determined privatization program or process of profitable and additional actions formerly be concerned about government controlled ventures or people assistance to enhance the productivity, open sources for public welfare, as well as utilize the wealth for development and innovation. The client countries of The International Monetary Fund (IMF) have been forced to privatize. So, in progressing states, the World Bank & IMF encouraged privatization and starts to provide conditional help. (Kikeri, 1997), (Borner, 2004), (Enrico, 2004). The state action for privatization is crucial and touchy politically which may lead to major changes on relationship between private and public sectors to controls the many states (Prizzia, 2005). The configuration of information modifies as the ownership changes, benefits as well as governance, influencing working choices and accordingly financial execution. Privatization, by restricting the country's capability to forward the venture's actions by means to encourage interim political goals, increase economic competence. Inside the essential welfare assistances, privatization has been utilized to link to raise in the person's obligation for his or her own interest. This happens on or after the country's endeavors to explain more clearly its duties to residents' interests and can to show residents' particular needs for other assistances (ILO, 2001).

3. Research Methodology:

It would be the research based case, qualitative & quantitative (mixes method) study. In depth interviews would be conduct together data regarding Organizational Development of KE & PTCL.

There are about 500 employees of the concerned departments and we would interview / collect data form from available employees in which would be 375 forms select for sample size.

3.1 Purpose-of the-Research:

The prime purpose-of the research-is to analyze Employees Turnover, Job Satisfaction & Industrial Relations at K-Electric and PTCL during privatization & how we can privatize to the any Govt. Organization in future and what type of challenges we will face for that purpose.

3.2 Research Design:

The reseach study would be inductive in nature however prior studies concluded that the current schema of research will not embargo of concerened variables. Additionally, the current study explicitly examine the relationship between exogenous and endogeneous variables which were hypothetically describes as qualitative/quantitative nature. This research will driven by detailed interview sessions which will face to face and plane questionnaire. On the basis of this research following steps would be preferred to conclude research which are as it, content analysis, thematic analysis& regression analysis etc. The unit of analysis was individual as close ended questionnaire would be filled in by the different Managers / Employees. The time horizon is a cross sectional.

3.3 Sampling Technique:

As far as K-Electric and PTCL's senior management is concerned to provide a detailed information of their senior manager of HR that's the only reason and limitations deluge into to conduct non probability sampling.

3.4 Data Collection Tool and Technique:

The current study implied open ended questionnaire which were consider as research instruments in past studies and their reliability and validity were proven.

The data collection technique will follow as:

- i. Contact with senior management.
- ii. Get the details of HR Managers.
- iii. Fixed interviews with HR Managers.
- iv. The open ended questionnaire were filled by HR Managers with following short question answers.
- v. Closely examine the responses and requested if response was empty or nullifiedd.

3.5 Data Analysis:

The current study is using analytical research approach to conclude their research, to examine relationship between variables and analysis, content analysis, thematic analysis & regression analysis were used.

3.6 Results in Quntitative Analysis

Reliability

Table:1 Reliability Test Result

| Reliability Statistics | | |
|------------------------|--|-------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | No of Items |
| .920 | .923 | 4 |

The reliability test performed to evaluate the scale; the values of Cronbach’s Alpha analyzed to evaluate the consistency of response over the scale. The value of Cronbach’s Alpha should be greater than 0.7 to have better reliability. The overall consistency of a responses is 0.92, which shows the 92% consistency of results which is reliable.

Demographic

Table 1 - Demographics

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|--------------------|-----------|---------|---------------|--------------------|
| Gander | Male | 322 | 85.9 | 85.9 | 85.9 |
| | Female | 53 | 14.1 | 14.1 | 100.0 |
| Age | 21 -30 | 58 | 15.5 | 15.5 | 15.5 |
| | 31 – 40 | 129 | 34.4 | 34.4 | 49.9 |
| | 41 – 50 | 141 | 37.6 | 37.6 | 87.5 |
| | 50 and Above | 47 | 12.5 | 12.5 | 100.0 |
| Qualification | Up to Intermediate | 93 | 24.8 | 24.8 | 24.8 |
| | Graduation | 159 | 42.4 | 42.4 | 67.2 |
| | Master | 104 | 27.7 | 27.7 | 94.9 |
| | Doctoral | 19 | 5.1 | 5.1 | 100.0 |
| Income of the | Up to 20000 | 30 | 8.0 | 8.0 | 8.0 |
| | 21,000 - 30,000 | 114 | 30.4 | 30.4 | 38.4 |



| | | | | | |
|------------------------|-----------------|-----|------|------|-------|
| household | 31,000 - 40,000 | 141 | 37.6 | 37.6 | 76.0 |
| | 41,000 & Above | 90 | 24.0 | 24.0 | 100.0 |
| Material Status | Single | 174 | 46.4 | 46.4 | 46.4 |
| | Married | 201 | 53.6 | 53.6 | 100.0 |

Source: Authors Own Elaboration

Correlation Analysis

Correlations

| | | Privatization | Job_Satisfaction | EM_turnover | I_R |
|------------------|---------------------|---------------|------------------|-------------|--------|
| Privatization | Pearson Correlation | 1 | .677** | .658** | .676** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 375 | 375 | 375 | 375 |
| Job_Satisfaction | Pearson Correlation | .677** | 1 | .863** | .799** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 375 | 375 | 375 | 375 |
| EM_turnover | Pearson Correlation | .658** | .863** | 1 | .831** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 375 | 375 | 375 | 375 |
| I_R | Pearson Correlation | .676** | .799** | .831** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 375 | 375 | 375 | 375 |

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix explains the relationship of all variables with dependent variable based on 95% confidence interval and 5% margin of error on which sample is drawn from population. Correlation analysis shows the relationship of variables, independent and dependent variable. Job Satisfaction is a dependent variable. Job satisfaction depends variable has a significant impact on Privatization, Employee Turnover, and Industrial Relation. Show the significant value probability is 0.05 which show the significant relationships between independent variable and dependent variable.

Regression Analysis

The regression analysis describes the impact of factors on dependent variables. The regression elaborates the change in dependent variable caused by the independent variables. The regression model summary indicates the predictability of variables with R square value.

Model Summary

| Model | R | R Square | Adjusted R Square |
|-------|-------------------|----------|-------------------|
| 1 | .882 ^a | .778 | .776 |

a. Predictors: (Constant), I_R, Privatization, EM_turnover

The R square is 0.88, show the 88% explanatory power and predictability of dependent variable on independent variable. The model shows the significant explanation of IVs on DV.

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 167.648 | 3 | 55.883 | 432.411 | .000 ^b |
| | Residual | 47.817 | 370 | .129 | | |
| | Total | 215.465 | 373 | | | |

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), I_R, Privatization, EM_turnover

The model shows the significance with the value of F statistics, as probability value is 0.05. As per the results of shows that the model is significant and value of F statistics also significant.

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.077 | .099 | | 10.925 | .000 |
| | Privatization | .135 | .032 | .146 | 4.285 | .000 |
| | EM_turnover | .481 | .036 | .598 | 13.200 | .000 |
| | I R | .155 | .035 | .204 | 4.406 | .000 |

a. Dependent Variable: Job_Satisfaction

The table of coefficients shows the values of T statistics and probability, the criteria based on 95% confidence interval, the t values are greater than 2 and probability value has also showing significant relationship with the values of 0.00.

In this results table shows the value of Privatization with value 4.285 is greater than 2 and probability value is 0.00 which is less than 0.05 the variables is significant and affects the Job satisfaction.

4. Discussion and Conclusion

In this chapter researcher discussing actual problems of the organization they were facing at the time of privatization according to Employees Turnover/Job Satisfaction and IR's perspective and how they controlled / minimize these type of problems if they adopted good practices of IR/HR.

4.2 Discussion:

After conducting research and having finding;, researcher identified following aspects should be seen if Govt. to privatize any organization in future:-

4.2.1 Existing Employees of the Organization:

It is necessary to analyze the hiring trends of the organization i.e. hiring due to political influences if yes then it is understood that they would not be good performer, mostly employees would be involve in corruption, ghost employees would not be ignored.

4.2.2 Hiring on Merit:



Researcher would rather suggested that when any private employer took over the charge of any govt. organization, should be recruited manpower on merit than political affiliations because when hiring done on merit employees should produced positive result and following the management's direction.

4.2.3 Firing on Merit:

When new employer felt that employment in the organization is surplus would be separate to those employees purely on merit like uniformity in decision making, for firing they may used retrenchment tactics or through domestic enquiries in case of misconduct, at the time of decision making political pressure should be ignored.

4.2.4 Golden Handshake Scheme:

It would be a good management tactics to offer a golden handshake to surplus employees rather to retrenched them directly, if they would not agree to opt the golden handshake then retrenched them because law is permitted to employer for retrenchment.

4.2.5 Litigation in Courts:

Employees/Unions related cases should be properly monitored and controlled, engage professional legal experts for this purpose.

4.2.6 Dealing with the Unions:

It is also an important factor because without dealing with the unions in professional manners turn around of the organization would not completed successfully, therefore, management should recruited industrial relations professionals to deal with them professionally i.e. according to labor laws.

4.2.7 Implemented Technological Advancements:

To develop strong systems current changes due to technological advancements should be implemented.

4.2.8 Interference of Politicians during Turn Around period of the Organization:

Most of politicians would interfere in the turn around process and disturb to management for it's successful completion, henceforth, it is necessary that to manage them and their pressure should be ignored and process of change should be continued.

4.2.9 Discipline should be Maintained:

Employees related rules and regulations of the organization should be formed according to labor laws and should implemented immediately.

4.2.10 Administrative and Security Team should be Strong:

It is necessary to develop strong administration/security system of the company because these systems are also most important to controlling of suspicious activities in as well as outside of the company.

4.2.11 Police / Administrative Authorities & Agencies:

Concerned officials of the company should be in contact with the police / administrative officials, because in case of creation of the any law and order situation they should be called them for help.

4.3 Limitations and Future Research:

In which researcher analyzed privatization's impact on employees turnover/job satisfaction and industrial relations / types of problem we are facing when we are going to privatize any government organization, how we resolve it but it is not limited for future it would be beneficial for privatization of any government organization but we may adopt any upgraded research in future.

4.4 Conclusion:



Keeping in view each and every aspect of the research it is recommended that we have to concentrate on the following factors.

There should be a division of work in the organization and the work should be divided to all the employees equally so that they can contribute to the organization equally and the single person should not be over burdened.

Good and hard working employees should be appreciated and the superior should appreciate his work. It helps to increase the motivation's level of the employee and the employee can contribute most effectively.

There should be an increase in salaries of employees, the employees should be paid handsome amount, rise in salaries also increase the motivation level and the employees can fulfill their desires.

The promotion should be based on merit and the employees within the organization should be given the first chance.

There should be decentralized in exercising power and the offices and staff should have the authority to take decisions on organizational matters and routine work.

Management should evaluate performance of each and every employee and arrange training programs according the performance of employees. This would increase their information about the individuals'efficiency and the company's progress.

The most important factor missing in our industrial life is the sense of responsibility in workers and union leaders. They should be educated at any cost, because the so-called labor leaders are exploiting them only for their own leadership interests. It is only possible to create the awareness in the workers by educating.

Recreational facilities should be provided to the workers.

4.5 Recommendations:

After detailed analysis and evaluation of data gathered from the employees the researcher was able to conclude that:

Employees Turnover should be decreased and Job Satisfaction level should be high to motivate the employees to increased the motivation level of the employees to smooth functioning of the organization.

Industrial Relations has a vital role for promotion of conducive relations between employer and workmen. It plays a bridge role in the building of harmonious environment where everybody is performing their role in the progress of the company and the welfare of the employees.

It is important to have cordial relations among all the pillars of the company to achieve the desired goals.

According to researcher's perception Government of Pakistan's decision was right decision regarding privatization of the K-Electric/PTCL, because after privatization KE/PTCL generate profit, before that they were in losses.

After the privatization employment done on merit instead of Political influences, customer satisfaction level has been increased due to customer service department's employee problem solving attitude. They adopted new technological advancement practices and converted all systems into SAP based ERP systems due to this change processing time of the different functions have been decreased and they have curtailed their Human, Financial & Material resources cost.



KE/PTCL management controlled to losses and developed corporate culture, due to their good management practices, investors invested in KE/PTCL and They enhanced core facilities of the organization.

K-Electric/PTCL also de-centralized to different functions due to the decentralization performance of these functions have been increased.

KE was Government liability, but due to Abraaj Capital's good/qualified management it was possible to make it profitable organization.

I strongly recommend to the Government of Pakistan that other Ill organizations should be privatized for making profitable them and given these organizations to the Excellent investors like Abraaj Capital because Abraaj has accepted the challenge in K-Electric and make possible to impossible like the smooth functioning of the K-Electric.

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