

Post-Privatization Reorientation of Employee Relations: A Case Study of Pakistan Telecommunication Company Limited (PTCL)

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Abstract—Pakistan Telecommunication Company, Pakistan's Mother Bell was privatized in 2005 with 26% shares and management control handed over to Etisalat (a UAE based telecom company). This research looked at the reorientation of employee relations at privatized PTCL – comparing pre-privatization (1997-2005) model with post privatization (2006-2012) model and efficiency gains in reorganized telecom market. The new management strives to improve workplace environment (employer-employee relations) by reorientation of employee relations (ER). This study helps in enhancing the organizational performance of PTCL by comparing the employee relations in the pre & post privatization era.

A comprehensive questionnaire was designed containing 60 ER sub-factors focusing on factors like; ethics, justice & fair treatment, relationship with managers, manager's capabilities, labor relation & unionization, employee rights and employee safety & health issues. The respondents in the survey had more than 10-years of experience at PTCL. This study will be helpful for the PTCL and other corporations undergoing privatization process and intend to improve employee relations at their workplace. Results show ethics, justice & fair treatment, relationship with managers and safety and health issues need improvement in the post era whereas the role of management in controlling the union activities is significant in the post era.

I. INTRODUCTION

Privatization is the process of transferring ownership of business, enterprise, agency or public service from public sector to private sector. Although there is an evidence that transferring the control to private shareholder significantly increases the performance of the firm but most studies have shown little or no improvement or even decline in the performance of firm [1, 2, 3]. Kirkpatrick refers to 57 different types of privatization differentiated by their economic, political and structural characteristics of each economy. The need for privatization arises when the government wants to distribute the operating rights to the management, reduce its control over the firm due to the political, financial and management issues and to establish a modern cooperative system [4].

On December 31st, 1995 Pakistan Telecommunication Corporation (PTC) was privatized & Pakistan Telecommunication Company Limited (PTCL) was born under the Pakistan Telecommunication (Reorganization) Act 1996 [5]. The company started its business and was listed on Karachi, Lahore and Islamabad stock exchanges on January 1, 1996. On June 18, 2005 open bidding of PTCL was done and three companies (Etisalat, SingTel & China Mobile) were shortlisted for the final bidding. In 2006 the final bid was

secured by Etisalat by offering highest share price. PTCL was privatized and management control was handed over to Etisalat[6]. Currently, 62.5% PTCL shares are owned by the government, 26% by the Etisalat and 11.5% by the general public shareholders.

Our study fills the gaps by exploring the changes need to be made in Employee Relations at PTCL. The research compares the pre and post privatization ER factors and highlights the significant factors that need improvement. We expect that privatization is effective in improving the employee relations in organizations.

This paper examines the impact of privatization on the employee relations and how it is reoriented, focusing on ethics, justice & fair treatment, managerial capabilities, labor relation & unionization, employee rights and employee safety & health issues at workplace. A detailed questionnaire is designed for the survey which contains all the ER parameters in form of groups separated by pre & post columns.

The study contributes to current literature in three ways. First, it extends the current privatization and employee relations literature by exploring the effect of privatization on ER. Second, it explores the significant ER parameters in detail. Third, it shows differentiated impact of privatization on ER parameters in the pre and post privatization era.

The paper is organized in six sections, following the introduction, section 2 provides overview of PTCL & its privatization, section 3 provides literature review about privatization and employee relations, employee relation factors, ethics, justice & fair treatment, manager capabilities, labor relations & unionization, safety & health issues, section 4 defines the research methodology used for the study, section 5 discusses the results of the study in detail and section 6 presents the overall conclusions.

II. PTCL & ITS PRIVATIZATION

PTCL is the largest telecom company in Pakistan providing telephony services nationwide. Despite arrival of dozens of other telecom companies, it provides the backbone for country's telecommunication infrastructure. It operates with around 2000 exchanges offering the largest fixed line network and providing services like V-fone, Broadband, Smart TV and EVO 3G.

In 2004 PTCL's 26% shares along with the management control were offered for privatization. Initially three organizations, Etisalat from UAE, SingTel from Singapore and China mobile were short listed for the final bidding [6]. Three PTCL business units U-Fone, Pak Net and country-

wide landline network were made available for privatization. In 2006 the final bid was secured by Etisalat at highest price of 1.96 per share where as 1.16 by SingTel and 1.40 by China Mobile respectively. Etisalat offered 2.6 billion dollars and buy 26% shares along with management control of PTCL, U-Fone & PakNet. The major objective behind PTCL’s privatization was to minimize the employee strength, to bring investment and proficient management that may improve the response towards consumer demands by installing new lines to meet the growing needs of information technology. Before privatization PTCL had 64000 employees which have reduced to 26000 employees after privatization.

In early 1994 Privatization Commission (PC) initially offered 2% share of Pakistan Telecom Corporation (PTC) through voucher scheme. After getting positive response from people, the government again offered 10% shares to foreign buyers. Privatization has been beneficial to the company as a whole but the employees are still concerned about their jobs. From the employees to the people who are indirectly associated with the company, most of them were against privatization.

After privatization the major agenda of the Etisalat management was to introduce cost control measures, the hallmark of this was a Voluntary Separation Scheme (VSS). In this scheme the employees were laid off by giving them monetary benefits according to their work experience. The first VSS was offered to employees of Basic Pay Scale (BPS 1-21) in 2007-08. This VSS was offered to around 50,000 employees, out of which 35,000 applied for it, and eventually 30,000 were finally let go. Four years later, the management felt that PTCL is still overstaffed, launched another VSS for some 16,500 employees. This scheme was valid for employees of BPS 1- 17. Only 8000 employees opted for VSS this time. The management-employee relationship was greatly affected by the VSS schemes and the strikes by the unions. In Pakistan mixed results of privatization are observed. The performance in automobile, cement and power generation sectors is appreciable after privatization but this trend is not seen in the telecom sector [7]. The table below shows the history of PTCL with its emergence as T&T department in 1947 till its privatization in 2006.

TABLE 1: PTCL HISTORY

1947	Post & Telegraph Dept.
1962	Pakistan Telegraph & Telephone Dept
1995	About 5% PTC assets transferred to PTA,FAB & NTC
1996	PTCL formed and listed on all stock exchanges of country
1998	Mobile & Internet subsidiaries established
2000	Telecom Policy finalized
2003	Telecom Deregulation policy announced
2006	Etisalat takes over PTCL management

Source: PTCL Annual Report 2009

III. LITERATURE REVIEW

Privatization is defined as “an event when the control of a firm is transferred from the government to a private entity”

[8]. In Pakistan privatization is the transferring of the property, rights, interests and management of the organization controlled by federal government to any enterprise owned by other management while still retaining controlling share by the federal government. It is planned for economic growth and welfare of a country and also for the elimination of bureaucratic management from the public sector [9]. The greatest opposition to privatize a firm usually comes from firms own employees, who are fearful about their job survival and policies of new management.

When these State Owned Enterprises (SOE’s) are previously controlled by the government, the old bureaucratic style was reflected that hindered the adoption of modern managerial practices and political rather than economic objectives were generally pursued [4]. It is generally held belief that the privatization is the only solution for the political, bureaucratic, social and economic and management problems [10]. The ownership structure (Public or Private) of a firm has a strong impact on the performance of the organization by not only increasing the profitability but also the efficiency [6]. Boycko et al suggest that privatization of SOE’s is more effective when control and ownership is transferred to private hands, the profitability and productivity also increases due to the transfer of ownership.



Fig. 1: Employee Relation Factors

Employee relation is rather like customer relations. It is like treating people in a way that one would like to be treated. This needs to be genuine engagement rather than just tokenism. If you can capture the hearts and minds of people in the business, then very high levels of energy is released from employee side resulting in increase in progress and profitability. ER is also defined “as relationship between two related with the social and political dimensions of the employment relationship and the power distribution between

management and employees” [11]. It is also known as “Industrial Relations”. ER is usually affected by the trade unions. Although management forcefully attempted to exclude trade unions from their workplaces, but many aspects of economy force them to sustain by accommodating worker’s demand. Fig. 1 shows the factors affecting employee relations in an organization.

A. Ethics, Justice And Fair Treatment

Ethics refers to “the principle of conduct governing an individual or a group”. Managing human resource requires decisions in which fairness plays an important role. Management has to hire one and reject one, promote one and demote another, pay one more and other less. The employees react on these decisions depending on their mental maps that the decisions are fair or not. Fair treatment reflects specific actions like employees are trusted, employees are treated with respect and employees are treated fairly or not [12].

Unfair treatment at workplace humiliates the subordinates. The employer should always prohibit such activities and prepare some anti-harassment policies. It must be the policy of the organization that all employees, customers and visitors must be entitled with positive, respectable and productive working environment. Studies also suggested that large organizations have to work particularly harder than other organizations to set up procedures that make the workplace fair for employees [13].

B. Relationship with Managers

When time comes to create a corporate culture in organization, the role of the effective management can never be neglected. Employees and managers have very different ideas of “what being a good employee” means. Employees may feel that they are doing an excellent job, but on the other side the manager is ready to terminate them or put on performance improvement plan [14].

Managers play a vital role in influencing employee attitudes, behaviors and stress perceptions [15]. Participative leadership style by manager plays a significant role in creating a low stress and high performance workplace where satisfied employees are committed to the firm [16, 17]. When there is a match between employee skills and abilities, satisfied employees are able to do their job well and are happy with their jobs [18, 19]. Effective Managers employ appropriate leadership skills to create a friendly and creative working environment. A creative working environment is shaped by the participative managers where individuals are motivated, inspired, challenged, and feel accomplished [20]. Literature supports that without valuable employees a business cannot generate revenue and prosper. Every individual has a purpose in firm and retaining them is the most important target for the firms. Sometimes the high salary or designation is not important for the employees to stay in the organization that is what is happening in the

telecom sector of Pakistan. Valuable employees should be retained by focusing on the key determinants. It starts only by recruiting right people and continue with practicing programs that keeps them engaged and committed with organization. Providing a flexible and dynamic working environment is a critical asset in attracting and retaining valuable employees [21].

Participative managers share problems with subordinates by consulting them before making a decision [22]. Thus, an organizational climate is marked by supportive managers who enhances employees' beliefs in their own abilities minimizes the sense of helplessness and loss of self-esteem [22]. Effective managers use their organizational skills, connections and social capital to access and deploy resources to help their employees, meet organizational goals [23]. Managers should be aware of the importance of selecting employees with the attitudes and skills that match with job demands.

C. Labor Relations and Unionization

After privatization, unions are dealing with multiple challenges. The challenges faced by the unions in Pakistan are also very critical. Neo-liberalism is the biggest challenge for unions in Pakistan and is active even after the establishment of new democratic government [24, 25].

In Pakistan union membership is low as the employees fear victimization by employer and no personnel advantage from unions. Not only this but the challenges faced by unions are also very critical. The labor laws of Pakistan are inherited from colonial era and prevailing at the time of partition of the sub-continent. According to the Economic Survey of Pakistan 2004, the total labor force of Pakistan is nearly 37.15 million people. The government has also expressed the desire to improve the condition of workers by actively participating at international forums.

It is evident from the results published by Malik and Qazi [25] that union’s role is diminishing over time. Unions have played an effective yet diminishing role in the past, but currently due to political issues in organizations their role is not appreciable. Employees are not happy with rehiring of those who are previously laid off through VSS, as they believed that these rehired employees are enjoying dual benefits (Retirement & New Contracts). Their opinion is to hire new youngsters who have latest knowledge of how to operate the new devices and equipment. The lower level management has started giving more importance to the management for solving their issues instead of unions.

The employers have another weapon at their disposal, the displacement of workers by machinery. Unions are getting united to preserve their memberships. They failed their membership because they are failed to preserve the rights of the employees. In Pakistan Unions exists in all public sector organizations. Unions are also present in private sector firms but their activities are limited. Unions possess a strong

presence in the public sector but the extensive privatization of state-owned organizations further weakens the union strength [26].

According to Sherk [27] trade unions disturbs the equilibrium of wages through the threat of strikes. They go on strikes affecting the productivity of the organization. One of the major demerits is that unions generally interfere with efficiency because they protect the unproductive workers, distort incentives and frustrate entrepreneurship [28].

D. Unions and Management

There was a time when unions in PTCL were considered to be the true representative of the employees. But on the critical occasion of privatization, the betraying role of the unions dissatisfied the members to a greater degree. The management is becoming stronger day by day. Most of the key union workers are either suspended or transferred, but the union leaders are not taking any notice of this. This results in reduction of employee's commitment with the Unions.

The power of unions is minimized by the management by reducing their employee strength. The management is trying different tactics to minimize the union activities. They have indulged every employee with a lot of work load. More over by upgrading BPS of more than 3000 employees to BPS-18 also made them unable to take part in union activities. A tug of war is going between the new management and the old corporate cultured employees. Union culture is almost at the end of its command. Majority of the employees are of the view that they have gained nothing from the unions. The employees are now more in line with the management as compared to unions.

Employees have seen that the role of Collective Bargaining Agent (CBA) is monopolistic. Initially the unions were against the privatization of PTCL and fighting for their rights. After three months, suddenly one day they accepted the privatization deal on government terms and condition. Employees believe that the unions are no doing anything for their job security. Employees are under great job stress due to increased workload after the VSS schemes as much of the employees are laid off.

The management of PTCL has taken many indirect steps to minimize the influence of unions. The management has successfully minimized the role of unions by reducing the employee strength through VSS. Obviously the laying off of 30000 employees and promotions causes a real damage to the union power and strength.

E. Employee Safety & Health

Creating a safe and healthy workplace is a major concern of organizations. Employee safety and health is responsibility of the top management. Unfortunately some of the most important working condition related causes of the accidents are not as obvious because they involve workplace psychology. In PTCL employees are under great stress and

are under poor safety climate. These psychological conditions of employees will lead to accidents.

There are three basic causes of accidents; chance occurrences, unsafe conditions and unsafe acts. Several important employee health problems, violence, abuse and other issues are discussed in the questionnaire. It is the duty of the management to provide safe, healthy, unsafe and non-threatening environment so that the employees are always ready and willing to do work, obeys the employer's order and take care of employer's property. Hazards and risks at workplace can be controlled by the following precautions.

- Elimination of the hazard from the workplace
- Redesigning the workplace so that the chance of risk is reduced
- Protective equipment must be worn by employees to reduce the risk of harm.

IV. RESEARCH METHODOLOGY

This research compares the employee relation factors in the pre and post privatization era at PTCL. The prevailing corporate environment and embedded inefficiencies in government owned corporations, coupled with pressures of international funding agencies on the government to privatize the public sector enterprise had created the hostility towards the privatization programs. The employees of almost all public sector enterprises had gone on strikes, picketing or go slow and/or number of other formulations to vent their opposition to the privatization program. Despite the employee opposition the government has gone for privatization of PTCL while the employees continued their agitation and opposition while the privatization of some other government owned corporations were delayed and deferred. As such PTCL was a good case where the adequate data of both pre and post privatization could be available for analysis thus was selected.

Bases on extensive literature review, deliberation and discussions with the stakeholders, 53 variables were selected and categorized in 6 Employee Relation (ER) blocks for analysis. Ethics, Justice and Fair Treatment had 13 satisfaction variables, Relationship with Managers had 5, Manager's Capabilities had 11, Labour Relations and Union had 7, Union and Management had 6 while Safety and Health had 11 satisfaction variables included in the questionnaire. We believe these six ER categories and 53 variables adequately cover the subject and scope of the research.

Fig. 2 shows the detailed methodology, first the research problem is selected through literature review and meeting the PTCL management staff. A detailed questionnaire is designed with ER factors as variables. Hypotheses are designed and tested. Data is collected and is analyzed with the help of statistical tool (SPSS).

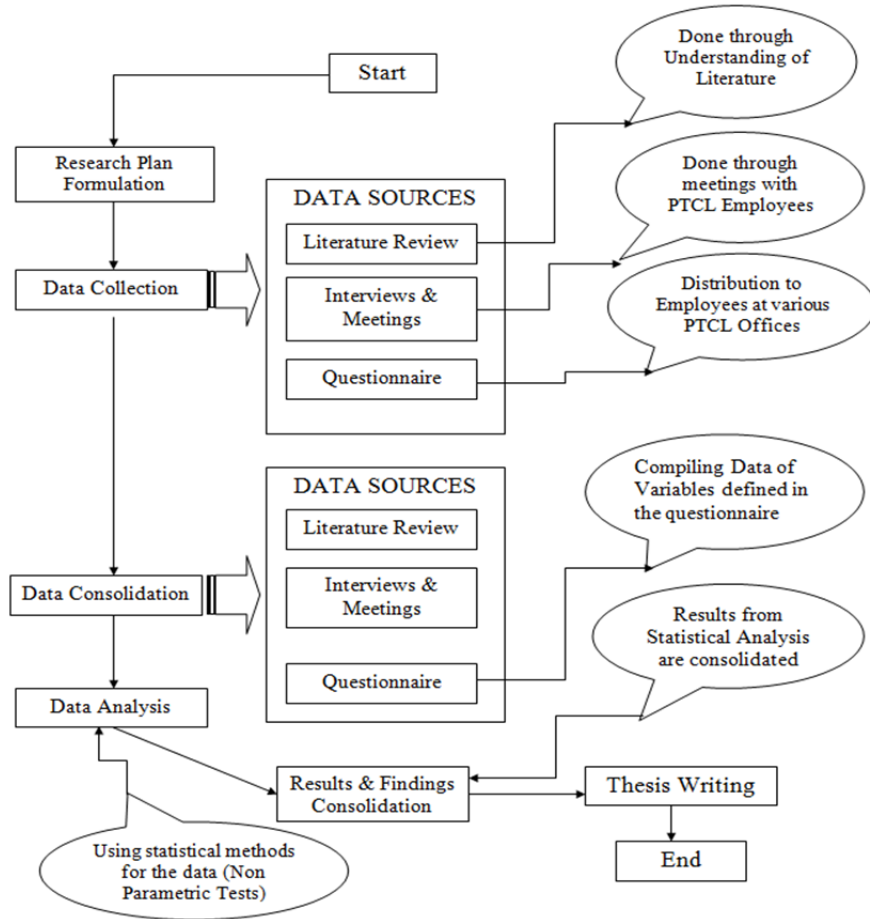


Fig. 2: Research Methodology

A. Research Hypothesis

We have defined the hypothesis for each ER block. Table 2 below shows the null (H_0) and alternate (H_a) hypothesis

statements along with their mean, median, P-value and their significance.

TABLE 2: HYPOTHESIS TABLE

Hp #	Hypothesis Statement	Hypothesis	Pre-Med (Mean)	Post-Med (Mean)	P-Value	Significance Yes= $MD_{(post-pre)} \neq 0$ No= $MD_{(post-pre)} = 0$
1	Median Differences of the Ethics, Justice & Fair Treatment is zero in the Pre & Post Era.	$H_0: MD_{1(post-pre)} = 0$	4(3.78)	4(3.45)	0.00	Yes
	Median Differences of the Ethics, Justice & Fair Treatment is not zero in the Pre & Post Era.	$H_a: MD_{1(post-pre)} \neq 0$				
2	Median Differences of Managerial skills are zero in Pre & Post Era.	$H_0: MD_{2(post-pre)} = 0$	4(3.57)	4(3.42)	0.548	No
	Median Differences of Managerial skills are not zero same in Pre & Post Era.	$H_a: MD_{2(post-pre)} \neq 0$				
3	Median Differences of Labor relations are zero equal in the Pre & Post Era	$H_0: MD_{4(post-pre)} = 0$	3(3.18)	3(2.70)	0.00	Yes
	Median Differences of Labor relations are not zero equal in the Pre & Post Era	$H_a: MD_{4(post-pre)} \neq 0$				
4	Median Differences of Union Management are zero in the Pre & Post Era.	$H_0: MD_{5(post-pre)} = 0$	3(2.5)	3(2.875)	0.00	Yes
	Median Differences of Union Management are not zero equal in the Pre & Post Era.	$H_a: MD_{5(post-pre)} \neq 0$				
5	Median Differences of Employee safety and health issues are zero in the Pre & Post Era.	$H_0: MD_{6(post-pre)} = 0$	1.72(1.686)	1.8(1.761)	0.00	Yes
	Median Differences of Employee safety and health issues are not zero same in the Pre & Post Era.	$H_a: MD_{6(post-pre)} \neq 0$				

B. Sampling Procedure

The data collection process is done through the questionnaire. A detailed questionnaire is designed based on the ER factors. The ER factor blocks further contain sub questions related to the specific factor. The responses of Pre & post privatization employees of PTCL are based on Likert scale and binary scale. Table 3 shows the scale ranges.

TABLE 3: SCALE RANGES

Value	Likert Scale	Value	Binary Scale
5	Strongly Agree	1	Yes
4	Agree	2	No
3	Neutral		
2	Disagree		
1	Strongly Disagree		

C. Sample Size

Sample size of 110 PTCL employees is taken belonging to different departments including finance, human resource, operations and technical. Most employees surveyed are of Basic Pay Scale (BPS 1-17) with majority technical staff. Different PTCL departments i.e. Network Operation Centre (NOC), Switching, Digital Cross Connect (DCC, Optical Fiber System (OFS), IP Operations Core, Revenue and Access Network (AN) are visited for the survey. Majority employees of PTCL are permanent employees. Figure 3 shows the employment status of employees surveyed in different employee categories of PTCL.

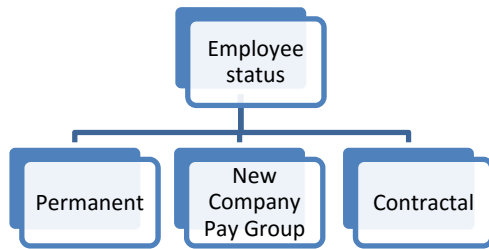


Fig. 3: Employee Status

D. Data Analysis Method

Statistical procedures are used for the analysis of the collected data. First, the normality of the data is checked through Kolmogorov Smirnov Test. The normality test shows that data is not perfectly normal so non parametric tests are applied. Wilcoxon Signed Rank Test and Mc-Nemar Chi-Square Test are used to compare the pre and post privatization responses of PTCL employees. Response of same employee is collected for the pre and post privatization era. Related groups indicate that same subject is present in both groups. Median differences for the pre & post responses are compared. For statistical analysis alpha (α) is set at 0.05.

E. Demographics

This section shows the demographics of the employees surveyed. Figure 4 shows employee experience, among 110 permanent employees surveyed, 47% of the employees are having experience of 10-20 years, 33% have 20+ years and 20% of the employees have 8-10 years of work experience.

Figure 5 shows employee age, 55% of the permanent employees have age between 40-49 years, 35% of them have age between 30-39 years, 6% of them have age between 20-29 years and 3% of them have age between 50-59 years.

Figure 6 shows employee designation, 24% of them are engineering supervisors, 21% of them are technical officers, 8% are assistant managers and 47% of the employees have designations other than mentioned in questionnaire.

Figure 7 shows employee departments, 66% of the employees are from technical department, 19% of them are from operations, 11% are from human resource while the remaining 4% are from finance department.

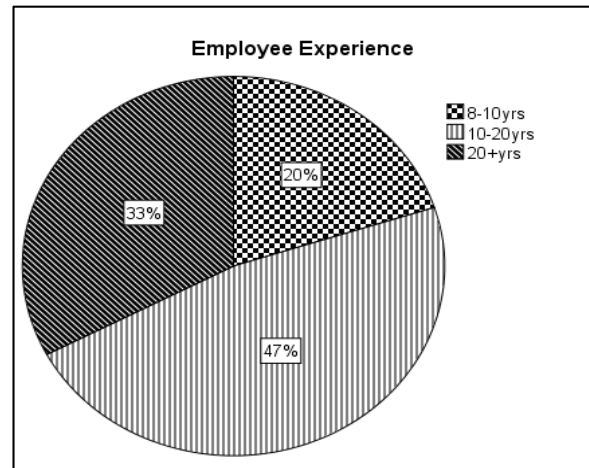


Fig. 4: Employee Experience

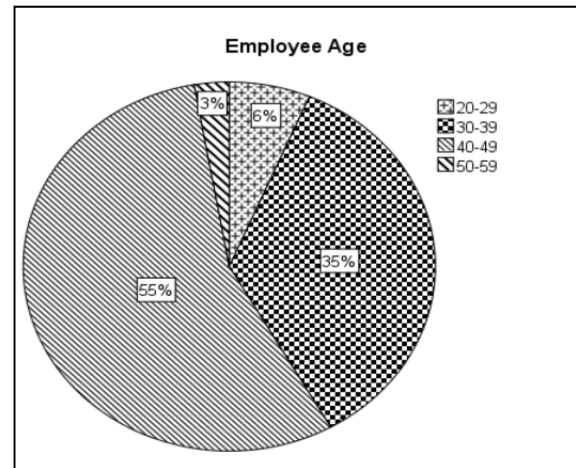


Fig. 5: Employee Age

V. DATA ANALYSIS

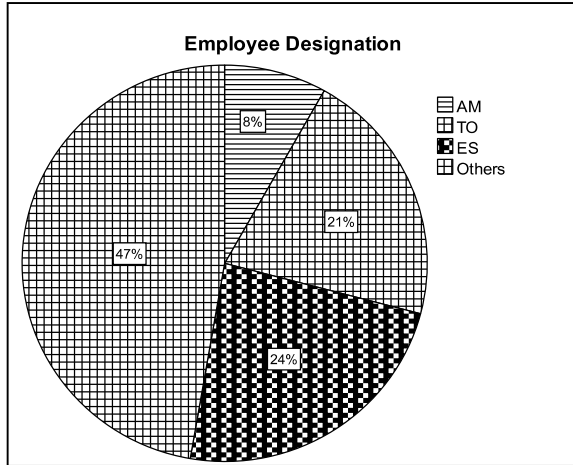


Fig. 6: Employee Designation

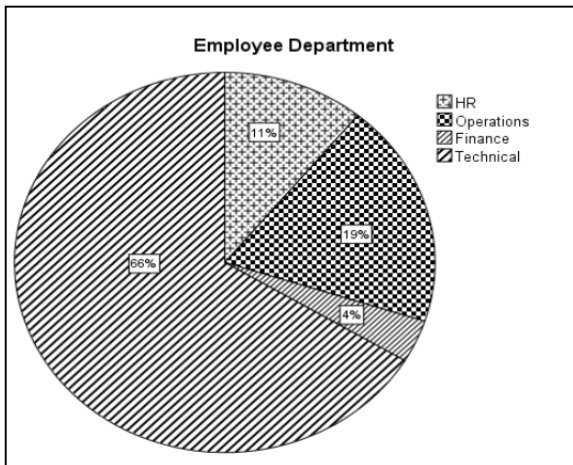


Fig. 7: Employee Department

After collecting data from employees through questionnaire, the data is entered into SPSS and variables are defined along with their measuring scales (ordinal, nominal, scale). The prefix “Pre”&“Post” are used to highlight the pre privatization and post privatization era. Before applying statistical analysis, comparative line graphs are made which shows difference between the means of respective employee relation parameters. The sub-factors are taken along x-axis while the mean value is taken along y-axis.

Figure 8 compares the mean responses of pre and post privatization responses of permanent employees for Ethics, Justice & Fair Treatment. Pre privatization means seems to be better than post privatization means.

Figure 9 compares the mean responses of pre and post privatization responses of permanent employees for relationship with managers. No marked difference is seen in the pre & post privatization results. It shows that manager meets to discuss pay issues and health issues twice in a month whereas workplace future plans, staffing issues and work practices are discussed after one month.

Figure10 compares the mean responses of pre and post privatization responses of permanent employees for manager capabilities. Manager capabilities are better in pre privatization era. Manager’s efficiency, communication, leadership qualities, recognition to good work and risk taking abilities are better in the post era. Employees are agreed that the managers are confident, efficient, and good at communication and gives career planning advices.

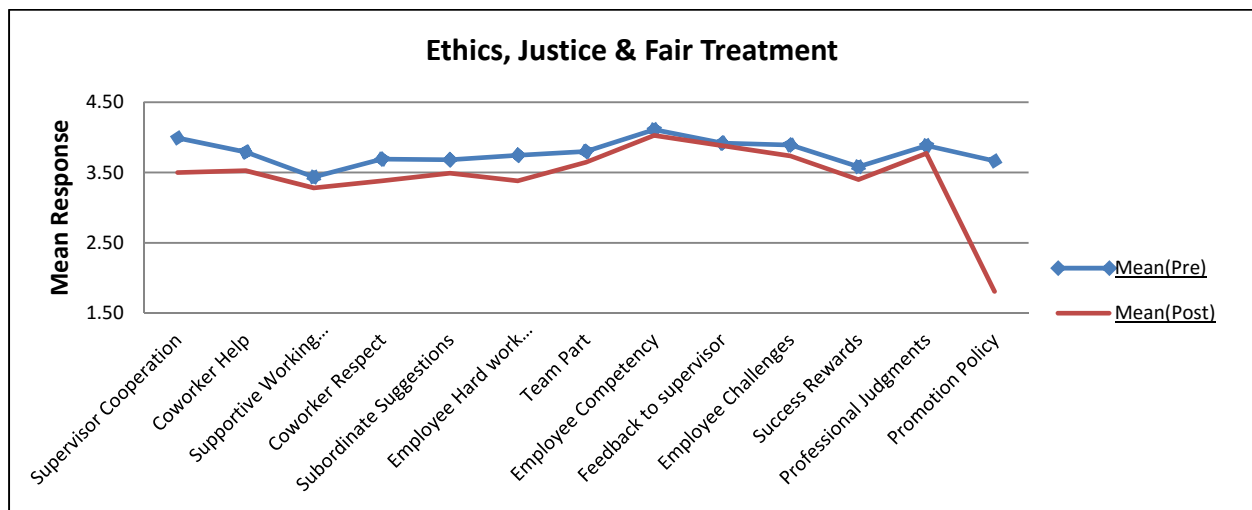


Fig. 8: Ethics, Justice and Fair Treatment

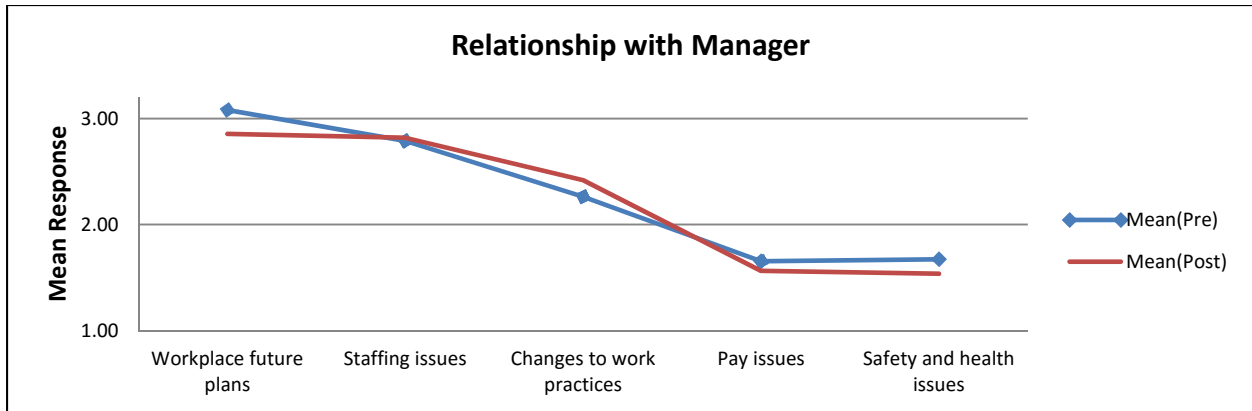


Fig. 9: Relationship with Managers

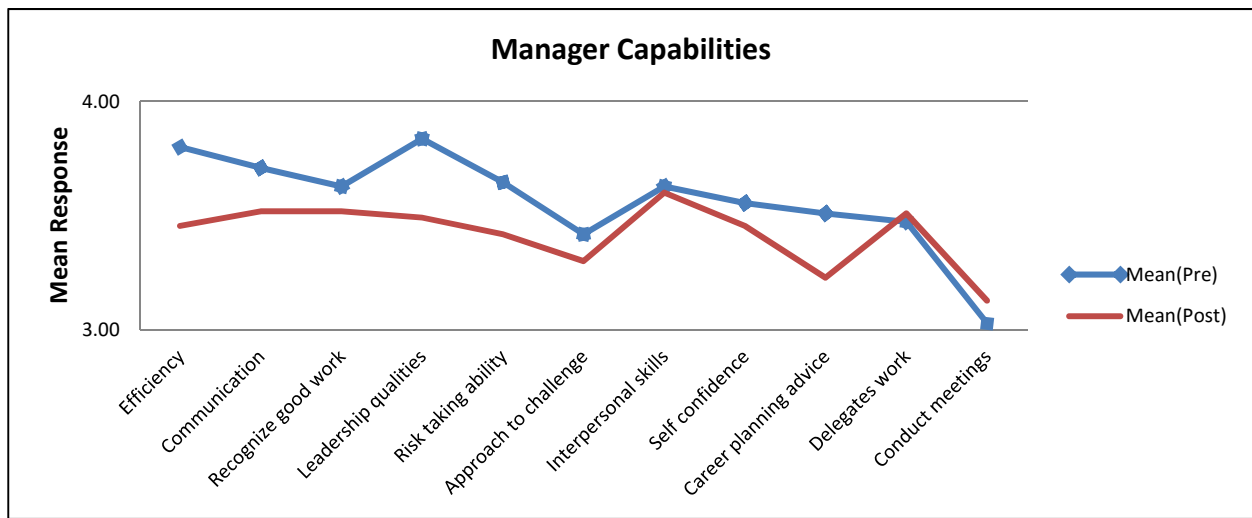


Fig. 10: Manager Capabilities

Figure 11 shows that unionization & labor relations are stronger in pre privatization era, as they have strong hold over the employees and management. In pre privatization era

employees are agreed that they bring better employee relations and have ability to grant raises. Employees are more often terminated in the post era.

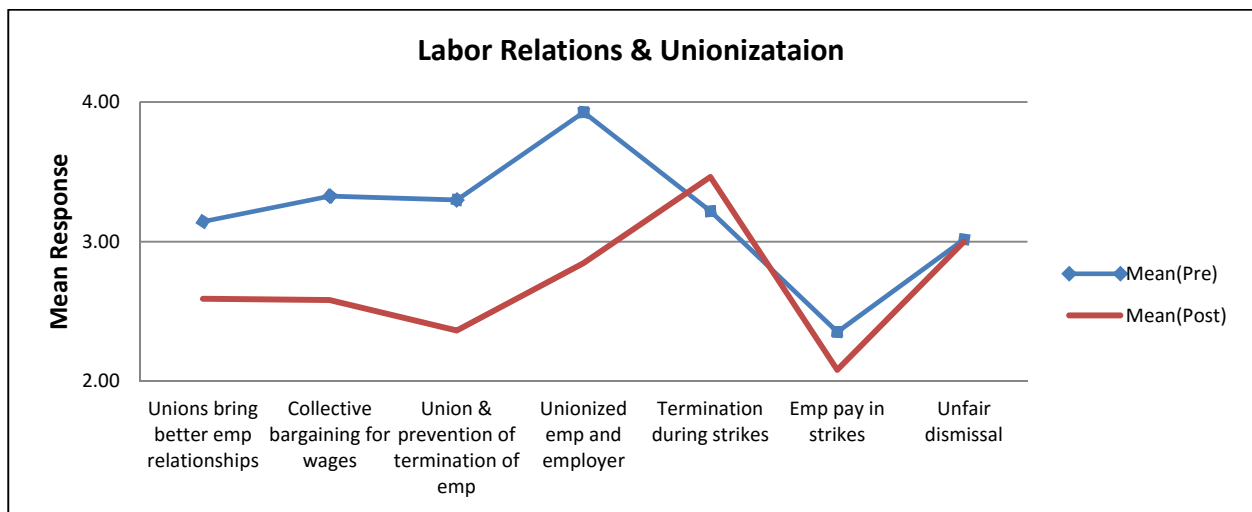


Fig. 11: Labor Relations & Unionization

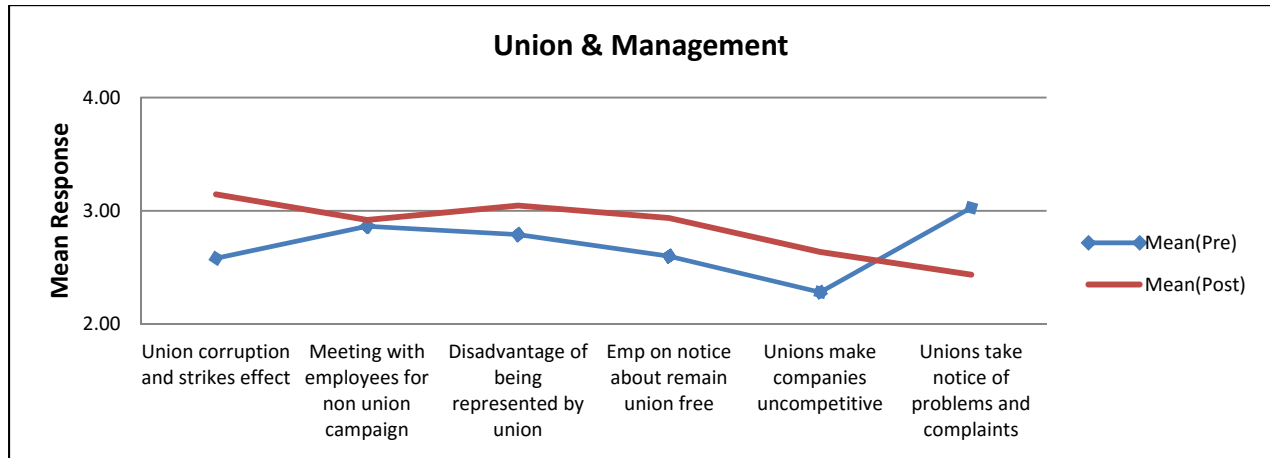


Fig. 12: Union & Management

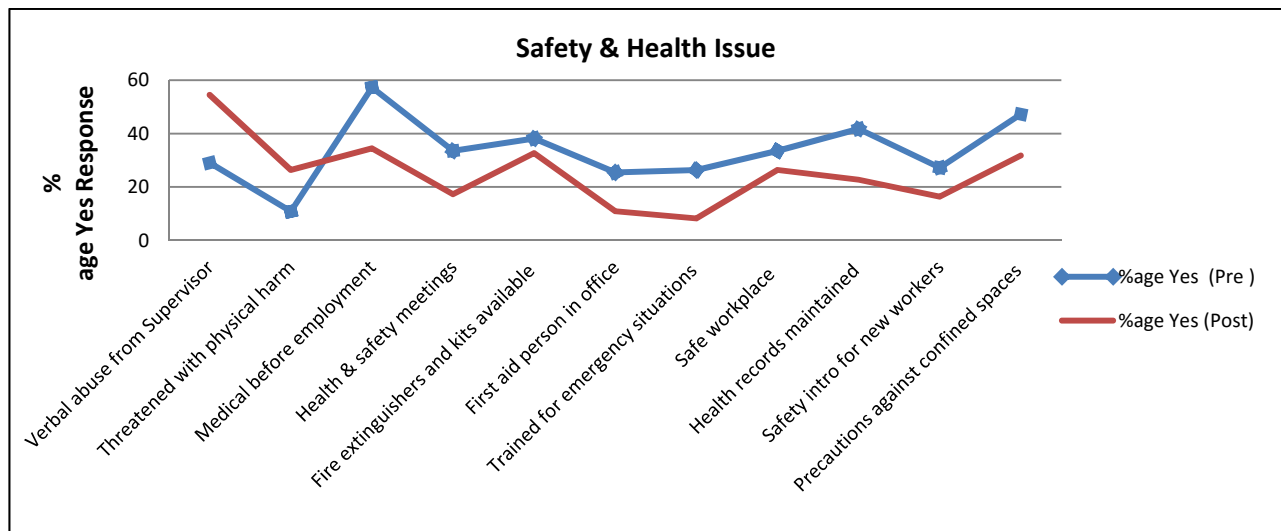


Fig. 13: Safety & Health Issues

Figure 12 shows responses for union & management block that are significantly different for the pre & post era. The management educates employees about the union corruption & strike effects more in the post era. The management also warns employees about being represented by unions. In pre era the employees are disagreed that unions make companies uncompetitive where as in the post era they are disagreed that unions take notice of staff problems.

Figure 13 shows that Safety & Health Issues are better in the pre era as compared to post era. The employees are abused and harmed physically more in the post era. Whereas employees are agreed in post era that medical is done before employment, firefighting kits, first aid persons are also available at workplace. Moreover they are trained for emergency situations and their health records are maintained.

VI. RESULTS& DISCUSSIONS

In this section median responses of the sub factors in the pre and post privatization era are compared by using appropriate statistical tests. For every variable the mean, median, z-value, p-value is calculated. Not only this, the results from Wilcoxon signed ranked shows whether pre results are better than post results or post are better than pre results. Table 4 contains factors that have significant p-values after applying Wilcoxon signed rank test and table 5 contains safety and health issue factors that have significant p-values after applying Mc-Nemar chi square test.

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TABLE 4: WILCOXON SIGNED RANK TEST RESULTS FOR SUB FACTORS

Block Name	Significant Factors	Med (Pre)	Med (Post)	Mean (Pre)	Mean (Post)	Z-Val	P-Val	Pre>Post	Post>Pre
Ethics, Justice & Fair Treatment	Supervisor Cooperation	4	4	3.99	3.50	0.5879	0	√	
	Coworker Help	4	4	3.79	3.53	-2.545	0.011	√	
	Coworker Respect	4	4	3.69	3.38	-2.5	0.012	√	
	Subordinate Suggestions	4	4	3.68	3.49	-2.098	0.036	√	
	Employee Hard work Appreciation	4	4	3.75	3.38	-3.4	0.001	√	
	Promotion Policy	4	2	3.66	1.81	-7.97	0	√	
Manager Capabilities	Efficiency	4	4	3.80	3.45	3.204	.001		√
	Communication	4	4	3.71	3.52	2.132	.033		√
	Leadership qualities	4	4	3.84	3.49	2.461	.014		√
	Career planning advice	4	3	3.51	3.23	-2.19	.028	√	
Labor Relations & Unionization	Unions bring better employee relationships	4	2	3.15	2.59	4.100	.000	√	
	Collective bargaining for wages	3	3	3.33	2.58	4.845	.000	√	
	Union & prevention of termination of employee	3	2	3.30	2.36	5.987	.000	√	
	Unionized employee and employer	4	3	3.93	2.85	4.698	.000		√
	Termination during strikes	3	4	3.22	3.46	2.207	.027	√	
	Employ pay in strikes	2	2	2.35	2.08	2.112	.035	√	
Union & Management	Union corruption and strikes effect	3	3	2.58	3.15	3.794	.000		√
	Employ on notice about remain union free	2	4	2.60	2.94	2.849	.004		√
	Unions make companies uncompetitive	2	2.5	2.28	2.64	3.148	.002	√	
	Unions take notice of complaints	3	2	3.03	2.44	4.166	.000	√	

TABLE 5: WILCOXON SIGNED RANK TEST RESULTS FOR SAFETY & HEALTH ISSUES

	Significant Factors	% Yes (Pre)	% Yes (Post)	Mean (Pre)	Mean (Post)	P-Val	Pre>Post	Post>Pre
Safety & Health Issues	Verbal abuse from Supervisor	29.1	54.5	1.71	1.45	0.00		√
	Threatened with physical harm	10.9	26.4	1.89	1.74	0.00		√
	Medical before employment	57.3	34.5	1.43	1.65	0.00	√	
	Health & safety meetings	33.6	17.3	1.66	1.83	.002	√	
	First aid person in office	25.5	10.9	1.75	1.89	.000	√	
	Trained for emergency situations	26.4	8.2	1.74	1.92	.000	√	
	Health surveillance and records maintained	41.8	22.7	1.58	1.77	.000	√	
	Special precautions against confined spaces & heights	47.3	31.8	1.73	1.84	.005	√	

From table 4, it is clearly seen that all the ER factors have significant sub factors. Suppose the manager capabilities block has four significant variables namely efficiency, communication, leadership qualities and career planning advices. The p-values of the Wilcoxon test results is less than significance level ($\alpha=0.05$), hence we can reject the null hypothesis (where H_0 says that median difference is zero). Similarly there are 6 significant factors in the Ethics & Justice block namely: Supervisor cooperation, coworkers help, coworkers respect, subordinate suggestions, hard work appreciation and promotion policy and they are significantly better in the pre privatization era.

From table 5, it is clearly seen that employee safety & health issue has significant sub factors. Employees are verbally more abused and threatened with physical harm in the post privatization era. Whereas in the pre privatization era

medical before employment is conducted, safety & health meetings are held and first aid persons are appointed at the offices. Also the employees are trained for emergency situations, precautions against confined spaces are given and their health records are maintained better in the pre privatization era.

In table 6 each block is analyzed separately for the pre & post privatization era. The mean pre-value 3.78 shows that pre-privatization employees are satisfied with the ethics, justice and fair treatment at workplace. Manager capabilities are not different for the pre & post privatization era as p-value is >0.05 , so we cannot reject H_0 . There is a significant difference between the Labor relations and Unionization results in the pre and post privatization era. The unions bring better employee relations; collectively bargain with the employer in the pre-privatization era.

2016 Proceedings of PICMET '16: Technology Management for Social Innovation

TABLE 6: BLOCK-WISE ANALYSIS

Label	Med (Pre)	Med (Post)	Mean (Pre)	Mean (Post)	Z-Val	P-Val	Sig	Pre>Post	Post>Pre	Pre=Post
Ethics, Justice & Fair Treatment	4	4	3.78	3.45	-.517	0.00	Yes	√		
Manager Capabilities	4	4	3.57	3.42	-.601	.548	No			√
Labor Relations and Unionization	3	3	3.18	2.70	-3.956	0.00	Yes	√		
Union & Management	3	3	2.69	2.85	-2.656	0.00	Yes		√	

VII. CONCLUSIONS

Change in the management after privatization influenced the ER at workplace. Results show that organizations need to pay more attention on Ethics, Justice & Fair Treatment in post era. The supervisor's cooperation; coworker's helping each other; subordinate suggestions and employee hard work is appreciated more in the Pre Privatization Era. The employees are happy with the facilities at workplace, pay scale and problem solving skills of employer in the Pre Era. Manager capabilities are better in pre privatization era. Manager's efficiency, communication, leadership qualities, recognition to good work and risk taking abilities are better in the post era. Employees are agreed that the managers are confident, efficient, and good at communication and gives career planning advices to their subordinates. Unionization & labor relations are stronger in pre privatization era, as they have strong hold over the employees and management. In pre era employees are agreed that they bring better employee relations and have ability to grant raises. Employees are more often terminated in the post era. Moreover union & management results are significantly different for the pre & post era. The management educates employees about the union corruption & strike effects more in the post era. The management also warns employees about disadvantages of being represented by unions. In pre era the employees are disagreed that unions make companies uncompetitive where as in the post era they are disagreed that unions take notice of staff problems. Safety & Health Issues are better in the pre era as compared to post era. The employees are abused and harmed physically more in the post era. Whereas in the pre privatization era medical before employment is conducted, safety & health meetings are held and first aid persons are appointed at the offices. Also the employees are trained for emergency situations, precautions against confined spaces are given and their health records are maintained better in the pre privatization era. Results shows Ethics, Justice & Fair Treatment, Relationship with managers and safety and health issues are needed to be improved in the post era whereas the role of management in controlling the union activities is better in the post era.

VIII. DISCUSSION QUESTIONS AND FURTHER ANALYSIS

1. In the privatization move the number of employees was reduced from 64000 to 26000. The employees' relations deteriorated on some counts and improved on few others. How did it impact on the firm's financial performance? Can the privatization be justified?
2. Access the last 10 years financial reports of PTCL and evaluate on 10 most critical performance indicators and comment?
3. What financial rewards the privatization of PTCL has brought to the national exchequer e.g., sales proceeds, profits reimbursements, tax revenues, foreign direct investment and others?

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