

An Analysis of Organization Development Process in Telecom Industry in Bangladesh

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Abstract: Analyzing the organization development process of Robi Axiata Ltd. is the main objective of this study. For this reason the study has shown the effect of implementation of development process in some areas of organization such as rebranding of Aktel to Robi Axiata Ltd., changes in organogram, procurement side, technological side and HR side of the organization. Some of the specialist and manager of HR division of the company have been interviewed to collect relevant data regarding the subject matter. Robi's biggest change effort was its rebranding from Aktel. There was big impact of such strategy in the overall organization. Due to this transformation the organogram has also brought changes in employee position. Such changes have persuasion on employee satisfaction. The organization has made a significant change in technological, procurement and HR side as well. Such changes have brought a big impact on their growth rate, market share and profitability. Now the organization is not only thinking to be limited in these changes, but also thinking to bring 3G technology as a part of its development.

JEL Classifications: M10, M12

Keywords: Organization Development (OD), Robi Axiata Ltd.

1. Introduction

Now a day's organizations are experiencing multiple threats such as threat to effectiveness, efficiency, and profitability, challenges from turbulent environments, increased competition, changing customer demand; and constant challenges to maintain congruence among organizational elements such as technology, strategy, culture, and process (French & Bell, 2002). French and Bell (2002) also said like organizations individuals also facing challenges such as finding satisfaction in and through work, fighting obsolescence to ones knowledge and skills, maintaining dignity and purpose in pursuit of organizational goals, achieving human connectedness and community in the work place. Whatever the problem is where there is a problem there is a solution. A lot of strategies exist to solve this type of problem or seize the opportunity and achieve the target. Organization Development is one of those strategies that help the organization and people to cope, adapt and survive in this type of turbulent environment. Though the name Organization Development reflects the development process of organization but it also emphasize the individual development.

In today's high-speed business world, the necessity for organizational change and development is more important than ever for an organization to survive. Organizational development is an ongoing, systematic process to implement effective change in an organization. It blends aspects of behavioral science knowledge in a collaborative and participative process which focuses on understanding and

managing organizational change (Loftin & MoosBrakur, 1982). Successful organizational development depends on economic development, upgrading to modern facts, interdependent development, fulfilling vital needs, top-down and bottom-up development, and so on. Thus it can be said that Organizational Development means the various techniques and interventions that are planned and implemented in order to facilitate the implementation of certain planned and important changes in the structure, processes and human resources within the organization.

Robi Axiata Ltd. has a broad focus on its organizational development. One of the big examples of its development is, when it was rebranded to Robi Axiata Ltd. from AKTEL. For several years Robi Axiata Ltd. has been performing such things that are reflecting on their development process. They have been focusing on the interventions and also managing the OD processes to bring change in their organization. Their focal point is reviewing all organizational structural issues and job description issues, including development and change management. Robi also deals with the structured activities used individually or in combination by the members of client system to improve their social or task performance.

Organizational development is a professional field that emphasizes social action and scientific inquiry (Cummings & Worly, 2005). Robi is also going with this process along with entire world. Robi Axiata Ltd. is practically involved with business unit leaders, managers and the organization with the object of inserting a successful and sustainable performance management and development program. Organizational Development allows developing and implementing best practice performance management policies and procedures to hold up the cultural implantation of a winning performance management system. Robi Axiata Ltd. generally considers these issues as a part of its development. In this study an attempt has taken to show the Robi's Organization Development process especially the focus goes on the effect of rebranding of Aktel to Robi Axiata Ltd., changes in organogram, procurement side, technological side and HR side of the organization.

2. Literature Review

Beckhard (1969) defines Organization Development (OD) as "*an effort (1) planned, (2) organization-wide, (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization's 'processes', using behavioral-science knowledge*". Bennis (1969) pointed OD is a change process, a complex educational strategy proposed to change the beliefs, attitudes, values, and structure of organizations for better adaption to new technologies, markets, and challenges. Whereas Porras and Robertson (1992) argued OD is a set of behavioral science based theories, values, strategies, and techniques that focus on organizational work settings for the purpose of enhancing individual development and improving organizational performance, by modifying the on-the-job behaviors of employees. If all these definitions are analyzed then a clear picture comes out that is all authors emphasized on individual development and improving organizational performance. And for this development OD emphasize the uses of behavioral science knowledge to plan organizational changes; and the processes, work setting factors, beliefs, attitudes, values, and structure of the organization is backed by this behavioral science knowledge. OD has some unique characteristics of its own such as OD is a designed strategy to bring about organizational change; the change effort aims at specific objectives and is based on a diagnosis of problem areas; OD typically involves a mutual and collaborative approach to change, includes participation and contribution of the organization members most influenced by the changes; OD programs include an emphasis on ways to improve and enhance performance and quality; OD represents a system approach concerned with the interrelationship of divisions, departments, groups, and individuals as interdependent subsystems of the total organization; OD is based upon scientific approaches to increase organization effectiveness.

In a study Loftin and Moosbruker (1982) mentioned that French and Bell (1972) pointed basically Organization Development has its roots in Kurt Lewin's pioneering work in group dynamics, and

survey-feedback techniques developed at the University of Michigan's Survey Research Center. Through research it has investigated the important trunk steams of OD overtime and the contribution of these steams in OD establishment. The following table 1 will help to understand the base of Organization Development.

Table 1. Base of organization development

Year	Important Trunk Steams	Description
1946	The laboratory training stem	<ul style="list-style-type: none"> - Unstructured small group situations in which participants learn from their own actions and the groups evolving dynamics. - Formation and application of T-group techniques which gradually known as team building.
1946	The survey research and feedback stem	<ul style="list-style-type: none"> - A specialized form of action research was constituted. An employee questionnaire survey introduced positive change in a business organization. - Collaborative effort was made to collect the organizational data, to analyze the cause of the problem and then to device and implement a solution.
1944-1946	The action research stem	<ul style="list-style-type: none"> - “A spiral of steps, each of which is composed of a circle of planning, action and fact-finding about the result of the action”.
1920	The sociotechnical and socio-clinical stem	<ul style="list-style-type: none"> - Focused on the nonexecutive of organizations especially the redesign of work. - Some contemporary quality of work life and some total quality management programs are amalgamations of OD, sociotechnical and other approaches.
1980's - 1990's	The changing context	<ul style="list-style-type: none"> - The environment has become increasingly “turbulent”. Changes create opportunities for OD applications, but also stretch the capabilities of leaders and OD practitioners to the utmost.
	Second-generation OD	<ul style="list-style-type: none"> - Includes organizational transformation, visioning, learning organizations, intensified interest in teams, TQM, visioning and future search, getting the “whole system” in the room.

Source: French and Bell (2002), Organization Development

Implementing change throughout organization, greater motivation, increased productivity, better quality of work, higher job satisfaction, improved teamwork, better resolution of conflict, commitment to objectives, increased willingness to change, reduced absences, lower turnover, creation of learning individuals and groups are the benefits of OD (Newstrom and Davis, 2002).

OD has its base on humanistic values. Margulies and Raia (1971) found the humanistic values of OD as providing opportunities for people to function as human beings rather than as resources in the productive process; providing opportunities for each organization member, as well as for the organization itself, to develop to his full potential; seeking to increase the effectiveness of the organization in terms of all of its goals; attempting to create an environment in which it is possible to find exciting and challenging work; providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment; treating each human being as a person with a complex set of needs, all of which are important in his work and in his life.

French and Bell (2002) mentioned that all OD programs have three basic components, diagnosis, action and program management. Loftin and Moosbrucker (1982) and French and Bell (2002) talked that diagnosis is the foundation of intervention that continuously collects data about the total

organization and data is collected by some combination of interviews, questionnaires, observations, and reading of selected organizational documents; diagnosis also identifies strengths, opportunities & problem areas. French and Bell (2002) characterizes that action component is designed to improve the organization's functioning while program management components ensure the success of the program.

OD helps align functional structures in an organization, to create a collaborative environment that helps the organization be more effective and efficient.

The history of telecommunication started with the use of smoke sign and drums in Africa, the Americas and parts of Asia (Wikipedia, 2013a). However, human being couldn't go with this process for a long time. They felt the need of something that can make their life easier. Accordingly, on the basis of human demand, telegram, telephone and then cellular phone has come to the hand of people. In Bangladesh telecommunications sector began with small steps in 1989 with the issuance of a license to a private operator for the provision of inter alia cellular mobile services to compete with the previous monopoly provider of telecommunications services the "Bangladesh Telegraph and Telephone Board (BTTB)" and Hutchison Bangladesh Telecom Limited (HBTL) is the first mobile communications company which started its operation in Bangladesh 1993 (Wikipedia, 2013b). After that in 1997 GrameenPhone got cellular mobile Telephone license. By holding such concept Robi Axiata Ltd., which is a joint venture between Axiata Group Berhad (70%), Malaysia and NTT Docomo Inc, Japan (30%) has introduced its journey to make the communication easier for the people of Bangladesh and then Robi Axiata, formerly known as Aktel, commenced operations in Bangladesh in November, 1997 with the brand name AKTEL (Wikipedia, 2013c). Robi is the third largest mobile phone operator in Bangladesh with more than 20 million subscribers as of August 2012 focuses on understanding, leveraging its employees' strengths to ensure that they are in the right roles for them to truly excel, and are committed to helping its people grow, enabling individual to make a difference and they also want to make sure their organization is developing (Wikipedia, 2013c). In this study the focus is to find out the organizational change, growth and improvement of Robi Axiata Ltd.

3. Research Methodology

This study has used both primary and secondary source to collect data. The methods used to collect primary data are personal interview. The main reason for doing personal interviews to collect primary data is because all the questions that were decided to ask require detailed answers and also these types of information is not usually access able other than employees of the organization. The study has used purposive sampling method to identify the people who are the most typical in the group for the interview. The manager of HR division and some specialists from other department are interviewed in this regard to collect necessary information. These interviews were taken between February to July, 2013; the questions asked in interview are attached in the appendix.

A lot of data were also collected from the websites of the company as these websites is very rich to get sufficient information about the company. Some valuable information was also collected from newspaper. Besides information was collected from libraries, literatures and books related to organization development.

4. Robi Axiata Ltd. Background and Organizational Climate

Robi, a renowned cellular phone company of Bangladesh, is a joint venture company between Axiata Group Berhad and NTT Docomo Inc. Axiata is one of the largest Asian telecommunication companies; operate under the brand name 'Robi' in Bangladesh. NTT Docomo Inc. is the

predominant mobile phone operator in Japan. In the very beginning Robi was known as AKTEL. It was a joint venture company between Axiata (70%) and AK han & Co. (30%) and built-in on 15 November 1997 (An Axiata Company, 2013). Later on AK Khan Group sold the 30% of its share of Aktel to NTT Docomo. The company operated global system for mobile (GSM) 900 and 1800 cellular services under a 15-year license granted in November 1996 (Docstoc, 2011). Now it has crossed the landmark of 20 million subscriber base, which was 10 million in the year of 2009. That means it is successful to increase its subscriber 10 million just within 3 years. In 2012, it was reassessed and rewarded with ISO 9001:2008 certifications.

Over the last few years so many changes have executed in Robi Axiata that have impacted the level as well as the different types of services that were provided. The big revolution occurred when Robi Axiata Ltd. rebranded from the Aktel, where they got new name, term, symbol, design, combination etc. Thus this radical change develops a new, differentiated identity of it in the minds of consumers, investors, and competitors.

Competition in the industry has increased a lot over last several years, and the telecom industry grabs a huge attention in that case. There are now so many telecom companies which are competing strongly. Robi has come out to compete in such industry and haven't kept behind. Now they are competing strongly. Currently, it holds about 20 percent of the subscriber market share in the telecommunication industry in Bangladesh and is in the third position based on the number of customers. Robi's organizational climate is encouraging and good but there are also some factors that sometimes create dissatisfaction among the employees. One of such factors is the pay policy. Employees feel the salary structure is not matching to their expectation in comparison to their competitor. Another aspect regarding their dissatisfaction is their PMS (Performance Management System) policy which is evaluated after per six months, where they get some bonuses. Employees feel that the system has some vagueness which creates a barrier to appropriate bonus amount.

The great change occurred in the early of 2010. At that time the transformation of Aktel occurred. After that the system became changed in practice and it pushed the company towards a new direction and put down a new set of assumptions. That change ultimately formed the new climate and culture of the company. During the time of Aktel the activities, performances was of one type, but after this transformation the activities and performances were changed. The reason is the new partner DoCoMo Inc. brought some changes in the policy of the organization. This has brought changes in the development and improvement in the organization.

Robi's organizational climate is very customer oriented. They have so many customer care centers in different location so that the customer can access there easily. They provide 24 hour helpline for the customers. Moreover, they have different dialing, messaging options for customers to response to their problem or demand. They have solutions for customers at their fingertips. Not only that, they are also very much people and employee oriented as they deal with different social responsibilities. They deal with pure drinking water, blood donation camping, primary health check-up, safe drive campaign for the employees and providing computer training for rural students and so on.

Robi Axiata's culture is to believe their people as the prime capital of the organization. That means they believe in their employees capabilities. They care about their people as well as their development. They work for empowering their people through different program, such as leadership program, training program etc. On the other hand, there is a good and friendly relationship within the organization. Employees are very much responsive and welcoming. Their corporate culture is to cooperate with each other for achieving their long term goal. Robi is also dedicated to maintaining clearness and positive business conduct internally and towards the society with which it holds out its business, including its suppliers, customers and business partners and overall with the stakeholder.

With the relocation of the corporate offices in July 2010 the structure of the entire work space changed. It led to the introduction of two new concepts- “the paperless office” and “open office culture”. As a telecommunications company, introducing the newest technology for Robi Axiata was of greatest significance. As a result the ‘new’ office was recognized in a completely wireless atmosphere and no desk phones. Furthermore as an environmentally aware organization, these two steps were very important in the working space of Robi. It also supports eco-friendliness of the company.

Robi used to follow the holistic approach. Now a day, Robi is going more or less well. They are doing well in case of financial aspects. Recently in 2012, they have achieved a good profit in their 3rd and 4th quarter which was basically the profit after tax. It happened for the first time after Robi started their journey. Therefore it was a big achievement for them. In other sector, such as, in technology they are also doing well. Their BTS (Base Transceiver Station) has crossed by 8000. Another improvement happened in case of network coverage which is now about 95%. Now they are focusing to establish an independent subsidiary called Axiata Digital Service which will be the additional change in their organization. Furthermore, Robi has restructured from PMO (Project Management Office) to EPMO (Enterprise Project Management Office). According to that, previously they worked with short project that affects particular technical division, but now in EPMO they focus on large project that affects the entire organization. Thus they are trying to develop themselves.

5. First Change Effort: Aktel Transformation and Corporate Impact

When Aktel entered and was operating in the telecommunication market; the competition was so high at that time. Mobile phone service was growing rapidly and the number of mobil phone company was increasing. The profit that was earned by Aktel was not good enough and very poor than its borderline. From the perspective of this problem the Bangladeshi owner of Aktel A. K. Khan had to think about the selling of his share. Afterward, AK Khan Group sold the 30% of its share of Aktel to NTT Docomo which is the biggest mobile phone operator in Japan. This was the first turning point in this organization. This transformation was done on the basis of joint venture process. NTT Docomo linked up with Axiata Group Berhad where they agreed to develop a new entity and new assets by contributing their own equity.

The transformation has come into effect from the dawn of 28th March 2010 after unveiling of the new logo and branding at a colorful ceremony. Aktel then hold the new name called Robi. Thus another change was brought by them in case of changing their brand name. Through this transformation, they had an intention to develop an emotional link with the people of this wonderful country. Aktel did this rebranding to create a new look and feel for their established product to the general people of Bangladesh.

The major issue regarding transformation is the employees have to support this change because they are the key asset of the organization. They not only have to support but also have to engage in this transformation process; otherwise the change will not be adjustable to the new climate of the company. To ensure that Robi’s employees will engage in this transformation process, their CEO Mr. Michael Kuehner introduced an online chat room and a blog culture which could provide the people with a platform to raise issues and state concerns, and it could be done anonymously. Such thing was introduced in Robi as well as in Bangladesh for the first time. The blog worked as a medium to voice employee concerns and queries. It was proved by the management responses that their concerns were being listened to. It was a kind of unique, clear & transparent way of communication which ensures the proper employee engagement. As there was transparency the employees influenced to support and engage in this change process (The Independence Newspaper, 2012).

After having a new outlook Robi started to work with a new view. They have focused to improve their activities which are resulting in their business. They are now empowering their customers with various befitting products and services. Their improved customer service benefits the customers, as they will take care to resolve any problem at the earliest convenience. After this transformation their market share has also increased. Consequently their growth, revenue and profitability have increased. The major problem faced by Aktel was small amount of revenue which has improved after the transformation process. They have now 20 million subscribers all over the country and they are now earning a good amount of profit. For the first time in 2012 Robi Axita Ltd. have earned the profit after tax. It is considered as the major change effect in the organization after Aktel's transformation in 2010.

6. Changes in Organogram

Development of organogram in Robi had a big impact in the organization. The changes in organogram pursued the position, designation and compensation of an employee a lot. Robi in general has their self consultants. However, this change was brought by Hays Consultant firm in 2008. When Aktel existed CEO, GM, DGM, AGM, Senior Manager, Manager-grade 23, Manager-grade 24, Deputy Manager, Senior Asst. Manager, Assistant Manager, Senior Executive, Executive and officer level were available. However, after the transformation of the company new positions become introduced. In Robi's organogram CEO is a must position. The position named CxO (CxO includes CTO, CFO, CHRO, CSE, CMO and so on) has introduced in new organogram that is equivalent to the General Manager of the previous organogram. Again, EVP (Executive Vice President) is equivalent to DGM (Deputy General Manager). Similarly VP (vice President) and GM in new organogram are equivalent to AGM and Senior Manager, respectively. In new organogram there is a position named Manager, which includes the duties of previous Manager-grade 23, Manager-grade 24, Deputy Manager, and Senior Asst. Manager. Then the next position is Specialist who has the responsibilities of Assistant Manager, Senior Executive, and Executive of previous organogram. The objective of such organogram transformation is to make the organization flatter from taller as it is the best practice in the world. The works of previous employees are become compressed and it is done by one person. It increases the scope of the employees. That means it helps the employees to provide their best performance in their work. Previously there were more phases in organogram and after a certain time period all employees got a promotion whatever their performance is. However, now it depends on their performance within that scope. Lastly, there is the position of officer, which is an entry level position and who reports to Specialist. There are two positions that haven't changed in the old organogram, and those are CEO and Officer Level.

7. Procurement Process Improvement

Procurement procedure is a big procedure. Robi Axiata has a big influence of procurement process where the activities involved in the selection of suppliers and the purchase of goods or services. Under the procurement division Robi has so many different projects to be done. Previously Robi did not have any officially agreed e2e timeline for project completion. Last year in 2012, their compliance team lunched the initiative to sign off an agreement with all major vendors (Nokia Simence Network, Ericson, Huawei) to draft an SLA (Service Level Agreement). The objective of the current SLA is to set timelines for all related departments in completing technology projects beginning from Bill of Quantity (BoQ) stage to delivery to goods to Robi Warehouse. All major vendors, are therefore, monitored and their performances measured against the SLA.

The timing of project completion was divided by different working day (WD). According to this improvement, letter of Intention (LoI) submission is to be done within one day and BoQ submission

is to be done by four WD. Here the vendor processes their BoQ, after discussing with their user. Afterward, BoQ will be finalized by negotiating the final price of item out of frame (items that are not negotiated) within four WD. Documentation will be done by two days. Draft PI will be submitted by two days, it will be finalized by three days. The preparation of PI will be taken by two days, and it will be approved by four days. Afterward PO will be issued to vendor by two WD. It will be finalized by two more days. CR&E, compliance, and ICM compliance prepares the documents for BRTC NOC by two days. The permission is to be granted by fifteen days. Afterward, NOC copy is submitted to finance by two more WD. After that, four days are required for preparing LC document, collecting BG from vendor, and taking management approval of LC. Then two days are given for draft LC confirmation. Lastly, by one day finance department open the LC. Thus different departments are said to do different tasks within the specified time period in the process of LC opening.

Here another important fact is LD (Liquidity Demurrage). When a vendor is unable or failed to complete its project within the given time period by Robi, it has to compensate a certain amount to the company. One of the major changes occurred in this case. This clause was mentioned in their portal but it was not applicable in the reality. This improvement has also occurred in the year of 2012.

Here the change has been brought due to main two purposes. The purposes are to complete the project within possible short time. Previously there was a tendency to make delay regarding the project completion by the vendors; to earn some revenue. If any vendors are failed to complete the project then they will have to compensate a certain amount.

7.1 Result of the Change Effort

Every change in nature has some positive and negative impact. No change has zero impact. Similarly such change effort in procurement process of Robi has brought the noticeable effect on the organization. When the clause was not valid in the organization at that time vendors took the time according to their way. However the change effort has brought a deadline for the each activity and task. On the other hand Robi can generate some money for their organization due to this action. An example can be given here. One of the Robi's vendors named Huawei was involved and working in nine projects in the year of 2012. They got 90 days to accomplish the projects. However they failed to complete their contract. Consequently, they were charged by an LD. At that time, Robi got the money of compensation, which was around 3 million BDT. Therefore Robi got huge revenue in that year.

8. Technological Changes and Development in Robi Axiata

Robi's technological progress has been phenomenal over the years. Starting with 4000 BTS in 2008, they have mushroomed over the country with 8000 BTS in 2012. Robi's network coverage is 97% of the total land area of Bangladesh. Recently, Robi in collaboration with BRAC bank has launched bKash- a digital way to instantly send/receive money across the country. The service has drawn immense popularity especially amongst rural population. Apart from that, Robi is going to establish a separate business wing called Axiata Digital Service (ADS) which will act as a hub for providing broad-based mobile banking services such as digital wallet, mobile fund transfer, mobile campaign etc. This is the first of its kind for any telecom operator in Bangladesh. Moreover, such product has brought a great change in Robi's profitability as well as revenue.

Besides this expansion, Robi Axiata Ltd. also has brought some other improvement in its regular life. It inked a deal with a software company named Comptel Corporation. Robi has been a customer of Comptel's since 2011 when the CSP selected Comptel fulfillment to replace its postpaid, prepaid and VAS provisioning systems. The motive behind this idea is to enhance its

operations support system (OSS) solutions. According to that deal, to replace Robi's existing multi-product and internally developed provisioning system Robi uses Comptel Provisioning and Activation and Comptel Catalog. Robi has chosen Comptel Social Links because it had motive to help itself becoming the leading mobile operator in Bangladesh. The Communications Service Provider (CSP) will replace its manual marketing campaign management and analytics tools with Comptel's technology, to provide a better customer experience and drive business performance developments. Robi is able to step up its micro-campaigning significantly by leveraging Comptel Social Links, including its Social Network Analysis (SNA) capabilities. The CSP is able to detect and prevent multi-SIM usage and predict customers' future propensity for product up-sells. Moreover, Comptel's predictive analytics technology enables Robi to segment marketing based on customers' usage, interests, location to influence, as well as utilize advanced offer management to up sell products and services (Comptel Corporation, 2011).

Customers are at the heart of Robi's business, and catering to customer's interests has always been a key goal for Robi. Robi Axiata Limited with Comptel Social Links, Robi is confident that they can achieve an even higher level of customer satisfaction by amplifying their marketing campaigns with truly comprehensive insights into customer's behaviors, needs and desires. The benefits Comptel Social Links has brought are boundless that Robi has experienced a lot (Web20Journal, 2013).

Moreover, Robi Axiata will apply for 3G license in the 2nd quarter of 2013 and hopefully will be fully functional from June, 2013. This will certainly give Robi a strong business edge over others.

Besides these, Robi has a subsidiary development which is considered as a good strategy for them. Robi Axiata formed a new subsidiary company named Bangladesh Infrastructure Company (BICL) which wants to undertake activities and operations related to telecommunication infrastructure. Robi Axiata formed this subsidiary in the year of 2012. The subsidiary will maintain all Telco-grade fixed assets and make quarterly and annual financial reports. This will include asset procurement, tracking, depreciation and disposal.

9. Changes in HR System

The strategy of Human Resource Division is followed from AXIATA strategy. The informal structure of HR division according to its functions can be classified into 3 main categories, which are: Human Resource Management (HRM), Human Resource Development (HRD), Human Resources Management Information System (HR-MIS).

9.1 Human Resources Management (HRM)

Performance management focuses on the performance of the employees of the organization. Robi Axiata Ltd. has brought change in performance management system. Previously, Robi Axiata Ltd. made the employee performance evaluation twice a year. It occurred from January to June and July to December. Here employees got two separate bonuses based on each evaluation. But from 2013, performance evaluation is done annually (July to June) in Robi Axiata Ltd. It is a new change effort in Robi. The objective of new PMS process is to reflect the performance of employees better. It is called end to end process. Here employees will get the performance based bonus once.

9.2 Human Resource Development (HRD)

9.2.1 Talent Development in Robi

One of the developments regarding HRD is talent development is self development workshops where talents are engaged to understand the expectations of Accelerated Development Program (ADP). They receive an appreciation of their strengths and behavioral patterns so that they can connect them during the development journey. The workshop is also deliberate to challenge talents

to take ownership of personal development. Classroom trainings or workshops will be held to prepare people with specific skills/ knowledge in both leadership and functional areas. Again, network sessions with internal senior executives or peers will be arranged so that the talents can learn or gain insights of key success factors, leadership journey and/ or business & strategy-related topics. Such development may take place in the form of Senior Leaders Dialogue Session: Learning from senior leaders via sharing of personal journey/ topic; or Coaching: One-to-one to address specific leadership gaps. There are three possible experience-base development platforms and they are-

1. *Cross-Functional Job Assignment*, which is demand/ needs-driven, stretching in terms of business, functional and/ or people exposure, mid to long-term (1 – 2 years)
2. *Viable Projects*, which is, on top of current job, short-term (3 – 6 months)
3. *Cross-Country Job Assignment*, which is demand/ needs-driven, stretching in terms of business, functional and/ or people exposure, mid to long-term (1 – 2 years)

Group Accelerated Development Program (GADP) candidates will go through similar platforms. However, those will be driven and controlled by the Group HR. Also the initiatives under each platform may differ in type and scope. Based on the assessment results and the available development platforms, the talents will have to prepare their Individual Development Plan (IDP). It should be noted that progress of each talent will be monitored against the IDP prepared in progressive review session.

9.2.2 Competency Development in Robi

Some improvements are also brought in competence development phase. The competency development team will facilitate all internally oriented, holistic development model, based on three areas: education, experience & exposure/relationship. The following tools are used for people development process in Robi. *i. In-house knowledge sharing*: Employees in Robi are responsible for attending the in-house knowledge sharing session organized by divisions/departments. The in-house session is considered as training KPI and will be included in the overall training KPI. Every division initiates in-house knowledge sharing session to create a cross functional learning culture within the organization. *ii. Functional competency development*: All divisions/functions in Robi initiate the functional training based on TNA assessment and annual training calendar. Competence team of Robi supports in TNA assessment and training selection process coordinating with divisions. All divisions have functional training calendar and will assign an owner of the training calendar to roll out the development program. The competence team regularly monitors and updates the division/department heads regarding the training roll out and its effectiveness. All the members of e-SLT are responsible for the training KPI set by management (internal/external). *iii. Leadership competency development*: The leadership training program helps to build employees leadership capability and to grow their people for the future leadership position in line with Axiata group vision. Competence development will roll out the leadership development program for all Robi staffs. Competence development prepares a leadership training calendar based on TNA assessment and will source external/in-house facilitators.

9.2.3 Performance Improvement Plan in Robi

Robi also has brought improvement in performance management system. According to their policy employees who receive rating 1 in one performance management cycle will be subjected to performance improvement plan. They are required to obtain rating 3 in the next performance cycle with the aid of improvement plan for sustainable employment. Failure to achieve the desired rating may in turn result in drastic action from the management. Employees who receive rating 2 in consecutive two performance cycle will be subject to performance improvement plan. They are

required to obtain rating 3 in the next performance cycle with the aid of improvement plan for sustainable employment. Failure to achieve the desired rating may in turn result in drastic action from the management. Thus they try to improve performance of employees.

9.3 Human Resources Management Information System (HR-MIS)

Robi has also brought change in Human Resources Management Information System (HR-MIS). Previously manual process regarding employee claims was followed. Recently, they have automated this issue in February, 2013. Previously manual process regarding employee claims such as medical claim, insurance claim, fringe benefit claim, overtime payment claim, leave request etc. was needed to apply through filling up a form, which was available in their official portal. Afterward, to approve this form it was sent to Robi Human Resource department. Once the Human Resource department approved it, the employees are ensured to accept such claims. Recently, they have automated this issue in February, 2013. They have introduced a portal named "Rich", where employees have to enter their all types of claims. This claim then goes to the employee's immediate supervisor to get the approval. Once the supervisor approves it, then it goes to the HR department for final approval. Everything that is to be done has some motives. Of course there was a motive behind such change or development in claiming process. The motive of such improvement is to make the claim settlement process faster.

Despite continuous change effort, Robi lacks the required coordination among divisions to implement cross-functional improvement plans such as transforming from a tall organization to a flat one ended in revised job description which has made the transformation difficult to adapt. Definition of one's scope of work is somewhat unclear to many mid-level staff and also Standard Operating Procedure (SOP) is not always present. It creates confusion as to how to accomplish a given task.

10. Conclusion

From the very beginning Robi tried to make an established position in the market for itself. Especially it started to work harder when it turned into a joint venture. Robi wants to identify talents, generate employment opportunity, expose them to development interventions and create world class leaders to advance the Asia. It aims to achieve its vision of becoming number 'one' not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products. To achieve this target they have always been up dated which have become possible by focusing on the organizational development. An organization development process can bring and implement the change in the organization to be updated with the ever changing environment. Robi Axiata Ltd. has brought such a significant change in the organization by the implementation of change process in their old structure, organogram, procurement system, technology and HR side of the organization. As a part of organization development Robi has emphasized continuous improvement, innovativeness and new ideas to make it more successful to capture the wide range of market. And after implementation of OD process Robi has achieved better effectiveness, achieve targets, construct capability, and creatively manage challenges and modification.

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Appendix

Interview questions related to organizational development& change process of Robi Axiata Ltd.

1. Say something about Robi H.R?
2. When did Aktel rebrand itself to Robi?
3. How was the performance of Aktel before rebranding to Robi?
4. Why did you feel that Aktel should rebrand itself to Robi?
5. What kind of changes has occurred due to this transformation?
6. What about the employees at that time?

- Did they accept and adjust themselves with this transformational change?
 - What did you do to ensure your employees engaged in the transformation process?
7. At that time did you take the suggestion of consultant regarding this situation? If so, then how did the consultant help you to deal with transformation process?
 8. In general if you need the help of consultant regarding any issue what do you do? Do you call consultant from outside or you already have your own employed consultant?
 9. We know that Robi Axiata Ltd. inked a deal with software company Comptel Corporation for enhancing its operations support system (OSS) solutions.
 - In which year you did it?
 - How much this decision helped you to develop your operations support system?
 10. How much the subsidiary company of Robi Axiata Ltd. named Bangladesh Infrastructure Company (BICL) has helped to improve your organization?
 11. What are the other major changes occurred within last 5 (five) years?
 12. Is your organization structured appropriately according to organogram and delegation of authority to get the job done?
 13. How open would you say the communication between employee and employer is in your organization?
 14. You have taken so many steps to improve the level of your organization, such as rebranding yourself, making your HR department automated, launching subsidiary company and so on. What overall changes you do recognize now in the environment of your organizations after taking such steps for organizational development?