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**Exploring Organizational Change in Public Sector of Pakistan through Thematic Networks**

**Muhammad Nauman Habib,**

*PhD Scholar IM Sciences Peshawar, Assistant Professor, City University of Science and Information Technology, Peshawar, Pakistan*

**Waseef Jamal**

*Associate Professor, Institute of Management Sciences, Peshawar, Pakistan*

**Humera Manzoor**

*Assistant Professor, Kohat University of Science and Technology, Kohat, Pakistan*

**Abstract**

*This study aims to understand organizational change in public sector of Pakistan in a computerized driving licensing authority (CDLA) of Khyber Pakhtunkhwa Traffic Police (KPTP). A qualitative approach was adopted to understand the process of organizational change in KPTP. Thirty Semi-structured in-depth interviews were conducted with the top, middle and lower management. Respondents comprised the employees involved in change process at any stage of change initiative. Data was analyzed using thematic networking technique. Findings of the research shows provide a holistic and processual view about the reasons for change, types and approach to change, causes of resistance to change, issues in implementation, the outcome of organizational change, and the dominant factors of new public management (NPM) evident in the change initiative of CDLA. This study contributes theoretically by adding into body of knowledge from the developing country perspective as well as by studying change in an autocratic system of police.*

**Keywords:** Organizational change, public sector reforms, qualitative, thematic networks, Police

Over the past two decades, public sector has been facing problems that are rooted through changes in economic system, ideological perspective, and institutional changes. Governments are blamed for inefficient and costly processes. Furthermore, they are also accused of non-reliability and accountability issues. These issues are global and are faced by both developed and developing countries (Alonso, Clifton, & Diaz-Fuentes, 2015). According to Hope (2001) the future of Public Administration lies in reforming and adopting the changes. Researchers, (such as, Habib & Wazir, 2012; Habib & Jamal, 2013; Hope, 2001; Laegreid & Christensen, 2013) argue to bring efficiency and effectiveness in public sector through radical transformation. Further, the pressure from public is mounting due to delay in services that are characterized since the out dated systems and practices are causing issues of scarcity of resources (HR, financial and infrastructure), lack of customer approach, use of conventional management practices, tall and centralized bureaucratic system are often reported for wastage of billions of rupees and delay in delivering services to the residents. It has been reported that public sector organizations are overcrowded with HR and political appointments in bureaucracy, lack of technical expertise, lack of interest of top management in reforms etc. are the reasons for failure of reforms efforts (Sarker, 2005; Siddiquee, 2006;2007; Zaheer, Mushtaq, & Ishaq, 2008).

Law enforcing agencies and particularly police department has an autocratic style of management and administration. In such organizations, change is considered more risky as compared to other services providing departments/organizations of public sector (Jacobs, van Witteloostuijn, & Christe-Zeyse, 2013). The rigid nature of police, culture and autocratic nature of this department make reforms difficult to initiate (Fleming & Lafferty, 2000). Corruption and misconduct are reported to be two of the major factors that government wants to eliminate through new managerial reforms and accountability mechanism (Jacobs et al., 2013; Henry, 1994; McLaughlin & Murji, 1997). However, it is important to note that the reforms mechanism adopted from private sector has different implications because public sector in developing world is still governed under the bureaucratic structure. Similarly, the nature of work and culture of police services are different from other public sector organizations as well as from the private sector. Therefore, it may not be implemented and transposed in the same pattern (Fleming & Lafferty, 2000). Thus, the private sector's managerial practices are not precisely applicable to the police department. The major differences in the culture and value system of police department contradicts managerial practices of new public management, hence, the practical limitations affect the outcome of organizational change and reform initiatives in police department.

In the recent years radical reforms have been introduced in the public sector of Pakistan both at federal and provincial level. This has invited the interest of researchers to study of reform in education sector Kronstadt (2004) water resource Wambia (2000), public sector bank's reform Zaheer et al.

(2008), police and law enforcement reforms (Abbas, 2009), land records by Gazdar (2009), reform in Higher Education in Pakistan (Osama, Najam, Kassim-Lakha, Gilani, and King (2009), tax reforms (Ahmad, 2010). Most of the studies are about how change should be implemented in public sector. Habib and Wazir (2012) studied reforms in public sector from employees perspective, Ahmad, Majeed, Wahid, and Khan (2010) studied reforms in tax collection i.e. (Federal Board of Revenue), Khan (1980) highlighted issues of PSR due to bureaucracy. These studies however; are unable to study the complete cycle of organization change nor are they able to identify evidences from the roots of government efforts for PSR, planning and execution processes, effects of these changes on the performance of organizations and employees. Fleming and Lafferty (2000) studied the adaptation of managerial practices in Australia with focus on two state's case studies. Wells (2006) studied police reforms from criminal justice perspective. Walker (2012) studied reforms from accountability and sustainability domains in police. Lumb and Breazeale (2002) investigated police reforms with respect to officer's attitude and community policing. Whereas, Jacob et al (2013) investigated the work environment. Yet, there are limited evidences of studying reforms in police department with respect to the planning and implementation or organizational change.

Organizational change is broadly studied under the macro level (i.e. country wise) whereas, it is required to be studied and evaluated on case to case basis. Moreover, every organization is different from the other and the nature of change may also vary from Organizational change in public sector of Pakistan are evident. However, the analysis of those reforms are not visible in literature. Being an under developing countries, reforms are taking place but are slow paced. Being an under developing countries, reforms are taking place but are slow paced. The essence of change has to be studied in-depth to understand the nature, causes, response of change and to how change has been initiated and implemented? Hence, this study aims to address the research gap by evaluating the change process and by providing a complete overview of organizational change in police departments. As such the study will address the following questions: What are the causes of organizational change? How change was initiated and implemented? What was the response of employees towards organizational change? What were the expected outcomes? Hence, this research meets the understated objectives: To identify the causes of organizational change in public sector of Pakistan. To understand and explore the planning and implementation process of organizational change. To learn from the experiences of public sector employees.

### **Literature Review**

The literature review-based paper of Kuipers et al. (2014) reveal that most of those studies on change and change management were focused on case-based descriptions of organizational change/reforms. Most of the studies in this area are qualitative and interview based, however, these studies are not focused on case studies rather a general overview of changes taking place in different countries. It further demonstrates that the theoretical frames used in these studies were mainly focused on institutional theory, management of change, and leadership theories. Furthermore, very limited studies are conducted on public services organizations and on local levels. Nevertheless, the source of these studies is mainly from US/Anglo-centric countries and only a handful contribution has been made from the Asian as well as developing countries.. Moreover, the literature on PSR and development of public sector organizations has majorly reported how developed world learned to survive and improve their services (Van der Voet, Groeneveld, & Kuipers, 2014).

### **Complexities of organizational change in public sector**

Research shows that public sector organisations are complex due to engagement of various stakeholders where organizational change is not as simple as in private sector (Robertson & Seneviratne, 1995). Public sector is governed through different mechanism as compared to private sector practices (Fernandez & Rainey, 2006). However, due to the growing similarities between the private and the public sector after the introduction of NPM, the approaches and practices of private sector are adopted in public sector organizations (Hood, 1991) for a better understanding of the change process though the nature of the both the sectors are different. Research shows that the development of NPM as a tool for PSR in the public sector has significantly improved the services offered by public sector organizations, however, the development of NPM and its implementation has been mainly adopted by developed countries (Wise, 2002). Although, the developing countries has been following the same reform pattern for the sustainability and development of its public sector, yet they are seldom aware of the real essence of the phenomenon of NPM (Manning, 2001).

Public sector organizations are reforming themselves towards private sector's managerial and business practices (Wise, 2002). Transformation from Weber's bureaucratic principles towards market-

driven approach is reshaping the concept of public administration and converting this phenomenon into public management. The aim of these reforms is to make public sector more efficient, effective and citizen-centered (Van der Voet et al., 2014). The term reform is having many synonyms like making adjustment to something, improve, alter, rebuild and change etc. however, in public sector, any change initiatives or improvement program or rectification of any problem and improvement has always been referred to as public sector reforms. Whereas, on the contrary, any such initiatives in private sector has always need tagged as change, change process or organizational change. The term 'reform' is often tagged in association with public sector. However, Kuipers et al. (2014) stated that the concept of change is often considered broad than reforms. Similarly, the pioneers of public management argued that reform is different from improvement, modernization, and transformation (Pollitt & bouckaert, 2004).

*"The reform measures may vary depending on the priority of the current leadership, which maybe in the form of reengineering, reorganization, and rationalization anchored on the principles of economy, efficiency and effectiveness, transparency, social growth, innovation, and good governance"* (Perante-Calina, 2015).

Habib and Jamal (2014) considered all of the above-mentioned tools as an effort to bring change in an organization that brings the desirable results (as discussed by Perante-Calina, 2015). Several tools are used in change process with the same goal and expected outcome. Most of those tools (Total Quality Management (TQM), business process Reengineering (BPR), Reorganization, Benchmarking, innovation, enterprise resource planning (ERP) etc.) are classified as tools used in the organizational change and as a change process. These processes were introduced in private sector however, with the passage of time and after its success in the private sector, they were adopted in public sector organizations as well. In previous chapter, the literature review showed evidences of PSR being same input, process and outcome as change efforts in private sector.

*Is PSR same to the concept of organizational change?*

Public sector reform is introduced by various names in different countries across the globe. PSR being the instrument that introduces modernizations, change, and professionalism for the development of institutions and processes in public sector. There is literature that supports change in public sector (i.e. PSR) and change in private sector to be two different facets (Fernandez & Rainey, 2006) whereas, on the contrary, literature can be found that believes change in public and private sector to be identical change process (Klärner, Probst, & Soparnot, 2008). Although there are scholarly evidences that change is multifaceted and multi-level phenomenon which varies due to its nature and regardless of the sectors (Karp & Helgo, 2008). Kickert (2014) argued that most of the literature on organizational change and change management has been from private sector. Therefore, most of the literature on organizational change and change management has been disconnected from public sector (Van der Voet et al., 2014). Nevertheless, there is hardly any study that differentiate between the change in public and private sector. Robertson and Seneviratne (1995) conducted a meta-analysis (comparison-based study) of public and private sector's change initiatives and concluded that there is no difference in organizational change in both sectors.

The earlier literature in the field of classical public administration was isolated from the factors and phenomenon of private sector's developments and approaches, however, the more recent developments (since 1980s and onwards) has reduced the gap between both sectors and has transformed public administration into public management. Thus, the changing environment and context of public sector has stressed on reconsidering the changing nature of public sector and management (Caldwell, 2009). A literature review-based paper by Kuipers et al. (2014) stated that literature on change and change management has been dominated by studies on private sector and that gap needs to be filled.

Pettigrew, Woodman, and Cameron (2001) suggested that, while studying change, a scholar shall focus on the background, content, process as well as the outcomes of change. Context or background of PSR and change refers to the internal and external environment that rapidly keeps on changing. Outcome of any reform and change process are reported to be identical i.e. organizational strategies, systems and structures are studied under the content of change. NPM addresses the content issues and most of the recent reforms in the developed world are intruded under the umbrella of New Public Management. Processes interventions are studied from the perspective of implementation of change. These processes are described as implementation of change in private sector whereas, in public sector they are called reform initiatives. In both sectors, changes are either radical or incremental in nature. Incremental change was considered sufficient for strategic alignment and organizational positioning, however, since 1980s transformational strategies are adopted by organization and therefore,

employees will have to face radical change at a constant pace (Higgs & Rowland, 2005). Moreover, the outcomes of change are suggested to be studied from the perspective of behavior and experiences of public sector employees.

The nature of organizational change has different perspectives (Higgs & Rowland, 2005) and it varies on the basis of its implementation (radical or incremental). Reforms are considered to be incremental and designed effort. Whereas, organizational change can be planned or unplanned change (Burnes, 2004; Dunphy & Stace, 1988). Despite the differences between the notions of public management and change management scholars, there seems to be agreement about the levels of reforms and order of change (i.e. sub-system, organization and sector change) (Kuipers et al., 2014). Thus, calling it reform or change. It is a change process which takes place in every sector and every organization, at every level simultaneously (Hartley, Butler, & Bennington, 2002).

### **Research Methodology**

Qualitative research approach is used because of its suitability to the research questions since the aim has been to understand individual interpretation and meaning making. "Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data (Creswell, 2013: 03)." A qualitative research is exploratory research, focusing on descriptive research, with an emergent design that is inductive in nature. Data is collected through primary sources and in natural settings and the primary focus is on humans (Creswell, 2012).

### **Public Sector Organization selection for investigation**

The first task was to identify the most appropriate reform initiative. Khyber Pakhtunkhwa, one of the most deprived province of Pakistan (Jamal, 2012) and Peshawar being the poorest provincial capital (Ghauri, 2016) provides a very unique perspective to the studies on organizational change and public-sector employees. Provincial government is committed to bring reforms. As per provincial website, 126 reforms initiatives are implemented, 107 on-going reforms, and 137 reforms are reported as under implementation (PMRU, 2017). In total, 370 reforms are initiated by the provincial government. After identification of the organizations and departments working under provincial government, one of the most critical decision was selection of an organizational reform's initiative for study. Saunders, Lewis, and Thornhill (2011) highlighted that it is difficult to gain access to the organizations for data collection. Dunn and Miller (2007) also highlighted the issue of "Red Tapism" in public sector that was faced by scholar during selection of target organization. The first decision was easy i.e. to select an initiative that has already been implemented and has been running successfully, therefore, the list was limited to the reform's initiative that were implemented to the full extent in the police department. Afterwards, the choice was made on the basis of most suitable with respect to research questions and objectives. It was decided to look for an initiative that has already completed all implementation phases and has all the components of reforms. Keeping in view the latest development in public administration, good governance, e-governance, and NPM in mind, some of the organizations/reforms were approached to discuss the area under investigation and seek access.

Thus, the reform initiative under CDLA of KPTP was selected for investigation. The selection of CLDA was based on its uniqueness as it was a part of traffic police which is different organization as compared to other service providers. The autocratic nature of police as a law enforcing agency holds unique characteristics which are not studied previously. Moreover, the organizational change in CDLA is considered one of the pioneer reform initiative in the province. Similarly, it has undergone through all stages of change, therefore, it was an ideal case to study.

### **Sampling and Sampling Technique**

The sample was selected on the basis of relevance to study. For this purpose, purposive sampling technique was adopted. In this type of sampling, also called judgement sampling, the participants are knowingly selected on the basis of the qualities possessed by the participants (Etikan, Musa, & Alkassim, 2016). This includes the research participants who are well informed about the phenomenon under study as well as are able to communicate the experiences and idea efficiently and without hesitation (Tongco, 2007). Heterogeneous methodology under the purposive sampling technique was adopted for choosing the sample. The participants were chosen by virtue of their similar life experience of change process, however individuals who experienced the change process and the ones who were the

part of bringing organizational change were included to get a comparative view of the whole phenomenon.

The participants were divided in 3 groups to get overview of the experiences from all the aspects of the change process. The participants were initially selected on the basis of their ranks, that is, top management, middle management and lower staff, as the rank of an individual may affect the way they react to anything. Further to this step, the employees of project, Traffic Police and Transport department were radically added to the sample. The project management team were new to the already existing KPTP; therefore, they might have approached the situations in different ways. However, the involvement of transport department as the later part of the change process is also signified as a separate group and therefore needed to be the part of the study. The third step involved the inclusion of employees who left or were transferred to the other departments and the ones who stayed as the part of the whole change process from the start. The sample also included the participants of different ages to get a general view and in order to have different inputs on the basis of understandings. In total, thirty participants were interviewed using semi-structured in-depth interview method. According to Fusch and Ness (2015) accurate size of the sample has enormous effects on the content and authentication of the conclusions (content validity). The “one-size-fit-for-all” (p. 1409) is considered erroneous specifically in the qualitative approach. Therefore, determination of saturation point is never fixed for similar studies and varies from study to study due to different factors. According to Mack, Woodson, MacQueen, Guest, and Namey (2005) an ideal size and method for revelation of 90-95 percent of the authentic data is 20-30 in-depth interviews. The sample size of the present study is thirty (30), which is an ideal sample size for detailed identification of data.

### **Data Processing**

Data collected through semi-structured interviews and from studying the official documents was used for analysis purposes. Interviews were based on lived experiences of the participants. Those experiences were shared and the stories were collected (Creswell, 2013). Interviews were transcribed and rechecked for confirmation purpose. The processes of memo writing started after transcribing. Saldana (2015) believes that analytic memos is the process of moving from the data collection stage to data analysis phase. Reading the transcripts again and again for several times is important step (Birchall, 2014). After reading the transcripts, it will help in retrieving meaningful information. The extracted information is noted in the forms of memos. Charmaz and Belgrave (2007) takes memos as an intermediate steps between coding and report writing. Narratives can have several turning points in the stories of every individual participants, therefore, it is important to conduct analytic memos before starting coding process so that all individual experiences about a specific situation can be made more meaningful and sequenced (Creswell, 2013). The process of data collection and analysis starts from the first interview. After the first interview transcription and memos, the preliminary categories are identified for data analysis (Charmaz, 2008; Saldana, 2015). This process continues and categories are refined and more refined after every interview till the saturation point is reached (Fusch & Ness, 2015).

### **Thematic Networks; An Analysis Tool**

Attride-Stirling (2001) suggested thematic networks for analyzing qualitative research. In presenting thematic analysis, this tool can be helpful and provides further support in presenting the findings in a network shape which is easy to understand. By using thematic networks, the data can be presented systematically and gives a brief idea of how themes are interlinked and related. Within this method, there are three layers of themes extracted from the data; basic themes, organizing themes and global themes. This helps in mapping the whole phenomenon into one web, where the global theme exhibits the characteristics of super-ordinate and serves as a final tenet to sum the whole analysis. Organizing themes are middle order themes that links basic themes and global themes. The role of organizing themes is to cluster and summarize related basic themes and club them into common phenomenon. Whereas, the basic themes are lowest order themes extracted from data. Based on the components described under thematic network, this chapter provides a diagrammatic web of basic themes clubbed into organizing themes leading to global theme.

## **Findings and Analysis**

### **Basic, Organizing and Global Themes**

During reading, rereading and extracting themes from the transcripts of interviews, the basic themes were leading to interesting organizing themes. These organizing themes helped in bringing the basic themes all together and gave meaning to the data in more elaborative as well as concise manner as shown in figure 1.

Each of the organizing theme and the basic themes within the organizing themes are discussed below;

### **Reasons for Change**

Organizational change is mostly initiated as planned change, therefore, there are always reasons for change. In the organization under study, there were several reasons due to which transformation took place. Information extracted from semi-structured in-depth interviews provided the basic themes that led to the organizing theme of reasons for change. The basic themes included; self-interest, vested interest, decline in revenue, standardization, redtatism, introduction of one window operations, external pressure, and problems with manual system. These reasons led the driving license issuance authority to bring desirable change in organization.

### **Types of Change**

There are various types of changes in an organization; for example, strategy, culture, people, process, and system etc. Data identified that there were three main types of changes i.e. System, process and people. Change in organization system was the main objective of reforms whereas, change in process was necessary to accommodate change in system. Moreover, people-oriented change was also observed as a part of implementation to assure success of organizational change.

### **Approach to Change**

Public sector is a complex structure and there are several steps involved in bringing desirable change. This organizing theme was extracted from the basic themes carrying information about the approach adopted by public sector in KP. Initially, the reforms were launched as a project. After the approval of project proposal, data collection and information gathering about the manual system was carried out. Upon gaining access to all the information, the next step was to design a software (based on the steps involved in manual system). Once the software was designed and the processes were mapped, in another step, a pilot testing took place at one of the district where only one process (learner permit) was run on a trial. At the time of pilot testing, in parallel, the manual system and processes were also operating. The results of pilot test were positive and the software was running without any major issue. The process was smooth and after satisfactory outcomes, manual system and processes were stopped in Peshawar district and computerized one window operations were launched as direct approach and the manual/ old process was stopped.

### **Stakeholders Involved in Change Process**

Involvement of internal and external stakeholders in any change process is very important. Information provided by the respondents reveals that provincial government, directorate of information technology, top management of KP traffic police and some private firms were also involved during change process. However, most of the internal stakeholders were not involved in this initiative.

### **Change Outcomes**

Every reform initiative has expected outcomes and so does the computerization of driving licensing in KP. The outcomes associated with this transformation includes: Citizen's ease and facilitation, to bring efficiency, improve the process flow, effectiveness, increase revenue, bring transparency, introduce audit and trial system for bringing accountability mechanism, and to design work as per area of specialization.

### **Response to Change**

Human resource experiences change differently. Their response towards change can be positive, negative or no response (neutral). The information extracted from interviews revealed that there were differences in response from employees working at different organizational levels. For an instance, lower level employees were not accepting change and their response was negative which led to resistance to change. At middle level, the response was mix and had neutral response. Whereas, top management were in favor of transformation and were positive towards organizational change.

### **Constraints in Implementation**

Major issues and constraints in any change initiative are raised during implementation stage. During change process, resistance to change, limited resources, software bugs issues, readiness to change, lack of planning, lack of cooperation, demoralizing behavior of lower level employees, delaying tactics, and skilled workforce issues were commonly reported by the respondents.

### **Causes of Resistance**

Whenever, there is change, there will be resistance. Resistance to change from the lower level staff was reported in this case as well. On investigation, the causes of resistance were found. Data showed that project team members were outsiders and they were not accepted and therefore, they were not welcomed to do activity in KPTP. The factor of uncertainty was also one of the major reasons for

resistance, especially from clerical staff. Moreover, lack of knowledge of computer technology was also one of the major reasons for resistance. Other factors included status-quo, fear of increase in workload, fear of unknown, fear of losing power and authority, vested interest, lack of information about change initiative, lack of involvement, typical public sector employee's mentality, lack of two way communication, lack of learning attitude, and uncertainty due to radical change.

### **Overcoming Resistance to Change**

Management is required to overcome resistance as soon as possible. Resistance serves a major threat to the success of organizational change. Thus, the management of KPTP started creating change awareness and readiness. Moreover, they adopted HRD approaches which included; mentoring, coaching, on-the-job trainings, guidance, and roleplays. On the other hand, those employees who were unable to learn and work in the new system were transferred and replaced by new hired skilled and specialized employees.

### **Success Factors**

Every organizational change/ reform initiative has its own critical success factors. Data extracted provided the success factors, including: top management support as a key to success, vision and will of top management, devoted and dedicated effort of project team, top down approach by the top management, forced and imposed change, and the autocratic nature of law enforcing agency helped in successful implementation of change.

### **New Public Management Characteristics**

Public sector has been transformed from public administration towards the public management approach. In public management, characteristics are adopted from private sector's managerial practices. Several NPM characteristics were evident in this reform initiative as well. For example: use of IT, separation of provision & production, strategic management, management flexibility, financial efficiency, user charges, decentralization, and customer concept.

### **Discussion and Conclusion**

Thematic network drawn in this research summarizes the whole findings and analysis. It comprised all the information extracted from the semi-structured interviews and official documents helped in understanding the process of organizational change. Change was brought to overcome the issues associated with manual system. While doing so, the expertise of technocrats was utilized which led to lack of involvement of external stakeholders and ultimately into resistance to change. The approach of government was forced change and that ultimately led to delay in response and increased barriers during implementation stage. However, the commitment and vision of top management helped a lot in achieving desirable results.

Modernization and standardization of services provided by public management help in brining efficiency, effectiveness, ease and facilitation to general public. Transparency of process and accountability of public sector employee's is to ensure quality of service, thus, the ultimate goal and objective of reforms in public sector revolves around the citizen's concept. Adaptation of NPM characteristics reduces bureaucratic influences and this shift towards more decentralized approach helps in brining efficiency. The system and processes remain the core purpose of reforms, however, HR needs to be on board for the successful implementation of planned change. In public sector, there are many constraints and lengthy processes that hinder the whole approach to change. Lack of HR departments and understanding of the functions of HRM are the biggest challenge faced by public sector organization.

This study also concludes that approach to organizational change was different as change was initiated outside without input from internal stakeholders. Change was treated as a project and once the project started delivering, there was conflict of ownership between two of the provincial agencies over the authority. Moreover, approach adopted to bring reforms was parallel in the beginning (i.e. incremental) and later transformed into radical approach. Moreover, change was not fulfilling any theoretical principles, steps, process or procedure. The characteristics of NPM were confusing and not practiced properly, which indicates the lack of knowledge of the phenomenon. Similarly, the CSFs were different and the only commonality was top management support, leadership will and commitment. Although the change was a successful change, but there were several components, factors, steps and principles of organizational change that were not evident in this initiative. Change is a complex process and it needs to be dealt with care and with the support of internal and external stakeholders. This research shows inconsistency with theory and practices from developed and under developing countries.

Findings of this study showed limitations and issues in planning as well as implementation stages of organizational change.

### **Implications and Contributions of Research**

Theoretically, this study contributes to the body of knowledge that reforms initiatives in law enforcing agencies i.e. police is not impossible and that the private sector's managerialism concept is applicable to police as well. Global and technological challenges are forcing every organization and department to transform from manual to computerized processes with the implementation of accountability and transparency. The objectives were to become citizen-centered, more efficient and effective, bring accountability and transparency, and to improve the revenue. These objectives were similar to the NPM based reform objective of developed and under developing world. However, the approach of implementation was different i.e. change was forced rather than educated, change was top-down rather than bottom-up, change was not communicated or announced as it was not an initiative of the organization rather than imposed by the government. Instead of training the existing workforce on the new system, project team was hired to run the operations and the current lower level staff was transferred to other departments and stations. This indicate the lack of concern for HR and human capital in public sector. Kuipers et al. (2014) highlighted that the focus of majority of reforms in public sector is on process and system, therefore, less attention is given to the human side of organizational change.

Methodologically, basic themes and organizing themes in this thematic network portrayed a clear picture of organizational change in KPTP. Themes (identified) are based on the experiences and real narration of employees of KPTP and particularly of the employees working in driving license issuance authority during change initiation.

Practically, organizational change is difficult to imitate with the private sector's managerial practices, however, it is not impossible. With the difference of culture and structure of police departments, the approach has to be changed. The role of change agents and practitioners become very important. Understanding of organizational culture and values can lower the barriers with the support and commitment of top management. Change is always difficult to implement in the organizations that remained in status-quo for longer period of time, therefore, the involvement of internal stakeholders in the planning process is vital. Similarly, the realization and education regarding the need for change and the causes of change should be clearly stated as well as communicated. Moreover, there is a strong need to focus on skill assessment and development of those facing and experiencing change as they are the key to success. Furthermore, an interesting contribution of this study was the identification of stage wise implementation of organizational change in CDLA of KPTP, therefore, this indicates that bringing organizational change in police can be successful by distributing the initiative into various stages.

### **Limitations and Future Research Directions**

Similar to other researches, this research also had some limitations. First, research was conducted after the organizational change was matured in CDLA, thus, certain information might be missed to be added. Second, the major source of information was employee's narration during interviews, therefore, any information which was not shared or mentioned by employees is not considered. Third, the limitation of qualitative research paradigm is applicable to this research.

This study was an exploratory research thus, it opens a wide avenue of research for further exploration. The concepts and theories of developed world are different from the developing world, therefore, there is a research gap with respect to theory and model development. Furthermore, in this research, a case of single organization was discussed, therefore, a comparative analysis can be helpful in exploring this area further. Moreover, there is also an opportunity to work quantitatively on HR related topics in public sector organization. Nevertheless, there is a research need on studying an organizational change process in public sector from the initiation phase till its completion and by using ethnographic methods.

### **Thematic Network Diagram**



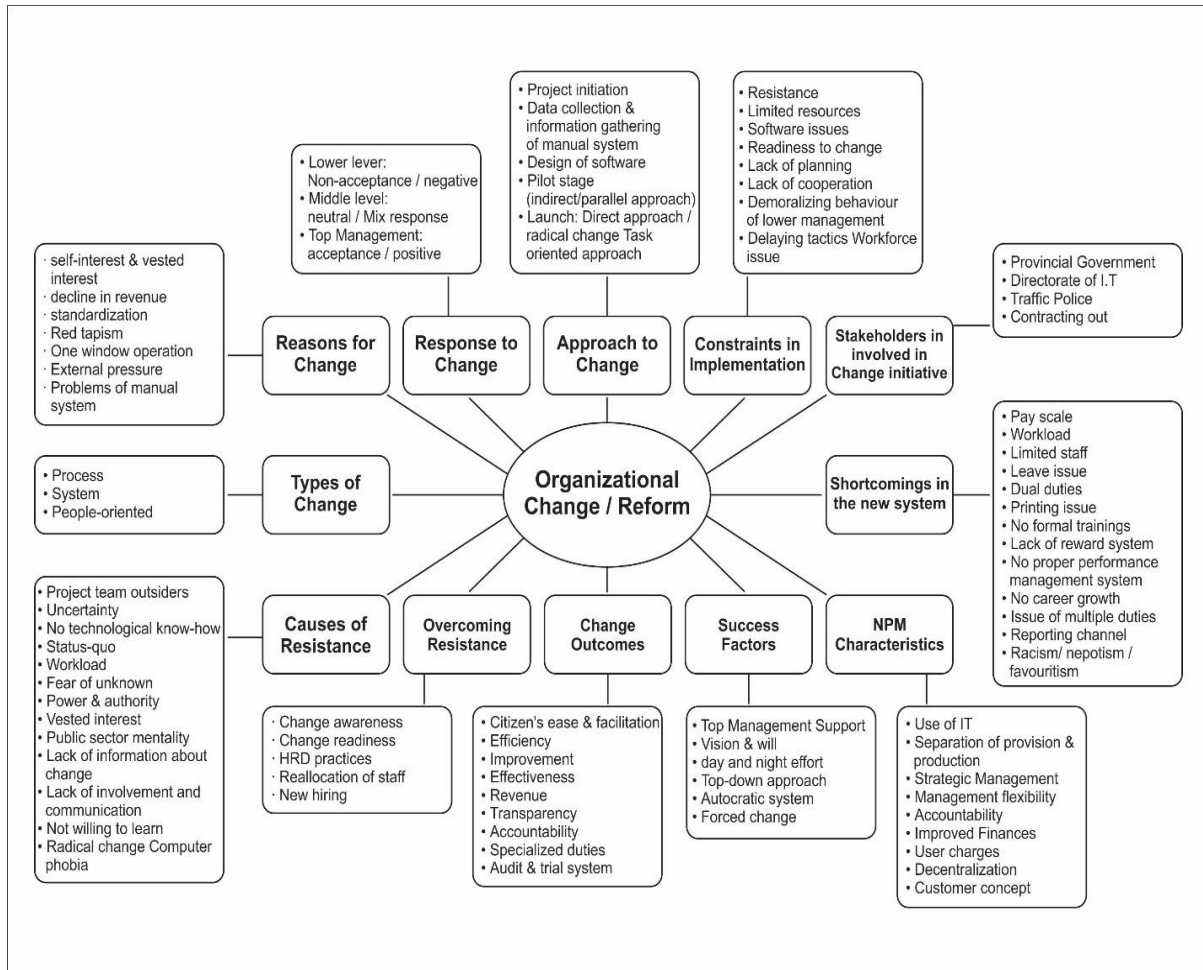


Figure 1. Thematic Network

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