

**An Exploratory Study of SHRM practices in Developing Countries:
A case of Public Sector Organization GSP
*With reference to John McAuley's Perspectives***

Rana Zamin Abbas

Research Associate SBE, University of Management & Technology

Mrs. Naveeda Kitchlew

Head of Management Department ,SBE, University of Management & Technology

Dr. Zulfqar Ahmad (Correspondence Author)

Assistant Professor Hailey College of Commerce University of the Punjab

Abdul Rafay

FCA, Assistant Professor (Finance)

School of Business & Economics, University of Management & Technology, Lahore,

Abstract

In writing this case on GSP (Geological Survey of Pakistan), we conducted ten in depth interviews at GSP using seven perspectives framework of John McAuley, so that the progression of thoughts and flow of ideas should be in a logical, coherent and consistent fashion for the vivid and clear picture of GSP Case. This paper explores the issues of SHRM practices in the context of Public sector organization GSP using MCAULEY'S PERSPECTIVES APPROACH namely 1- A Modernist Perspective 2- A Neo-Modernist Perspective 3, A New-Wave Perspective 4-Postmodern Perspective 5- A Reflective Perspective 6- A Critical Theory And Psychoanalytical Perspective 7- A Managerial Perspective. Reports the strategic issues confronting GSP as well as evidence generated from the case reveal that SHRM practices are totally neglected at GSP. After discussing dark side, recommends, suggestions for future.

Keywords: Exploratory Study , SHRM practices , Developing Countries, Case , Public Sector Organization, John McAuley's Perspectives

1. Introduction

The studies of Chen, 2008; Kong and Prior, 2008; Schiuma and Lerro, 2008 highlighted intellectual capital as an important resource that organizations need to develop to gain sustained competitive advantages. (Kong and Thomson, 2009 made his point by submitting their thoughts that in today's knowledge economy the collective knowledge of an organization is of utmost importance. Stewart, 1997; Bontis, 2002; Kong, 2008 demonstrated that Intellectual capital (IC) represents the collective knowledge that is embedded in the personnel, organizational routines and network relationships of an organization. In recent times the public sector reflects the following characteristics: better response capacity to the needs of service users, emphasis in performance and result management, introduction of performance standards, better communication of results, decentralization and competence delegation of financial and personal management, interest in market forces and the creation of internal markets, privatization of public companies and application of private sector management methods (EFQM, 1997, p. 7). These characteristics entirely justify the need to draw together in an easily understandable system all those intangible elements that are differentiating sources of competition advantages and that generate or will generate value for the administration, such as, focus on the citizen, social responsibility and staff professionalism (García, 2001, p. 372).

In knowledge based economy since 1980, the management practices established for public sector experienced a flux of changes in most countries of OECD. In public sector implementation of these management practices started under the pressure of internal as well as external demand for a better management are the bases of this new vision of public administration. The studies of (Hodges and Mellet 2002; Mouritsen and Thorbjornsen, 2004; Carlin et al, 2005) are important in this regard. Kong and Prior introduce intellectual capital management as novel managerial idea in non-profit organizations. Up to now only few public organizations have been studied and reported intangible assets. In 2009 Kong proposed an intellectual capital conceptual framework to articulate the three IC elements (Human Capital, Relational Capital and Structural Capital) to facilitate learning and maximizing contribution of intellectual capital in the organizations. Managing public sector is not an easy task; its special difficulties is due, as stated by OECD(2003, p. 7), to:

- . Public outputs being especially complex and difficult to define;
- . Inputs not being easily measured, and as a consequence; and
- . It is difficult to value the public sector efficiency.

Moreover, most inputs and outputs are intangible.

Seeing these angles of difficulties in writing this case on GSP (Geological Survey of Pakistan), we conducted ten in depth interviews at GSP using seven perspectives framework of John McAuley, so that the progression of thoughts and flow of ideas should be in a logical, coherent and consistent fashion for the vivid and clear picture of GSP Case. This paper explores the issues of SHRM practices in the context of Public sector organization GSP using MCAULEY'S PERSPECTIVES APPROACH namely 1- A Modernist Perspective 2- A Neo-Modernist Perspective 3, A New-Wave Perspective 4-Postmodern Perspective 5- A Reflective Perspective 6- A Critical Theory And Psychoanalytical Perspective 7- A Managerial Perspective. Let's take a start with the profile of organization GSP.

1.1 PROFILE OF ORGANIZATION GSP

Geological Survey of Pakistan is the oldest national research organization in Pakistan and as well as an attached department of the Federal Ministry of Petroleum and Natural Resources. It focuses on study of Geology in Pakistan and explores Natural Resource's Potential. It shows its strength in Geological mapping, geo scientific survey, applied research in earth sciences, environmental geology and hydro geological study. The study of this organization in the form of case study is also important because this organization not only understands mineral potential, natural hazards but also deals with ground water and soil condition in Pakistan.

Its head quarter situated at Quetta while divisional offices at Lahore, Karachi, Peshawar. It is well equipped with geo science advance laboratories with number of famous scientist. Those professionals take part in consultancy and overseas collaborating programs. In collaborating research it offers its project study at alkaline complexes of NWFP, of Pakistan. Geo Lab – Hokkaido University Kyoto Univ., Japan, study of gemstones of Pakistan and Geo Lab CNRS, France – Gublin Gemological Institute, Switzerland,

1.2 OVERSEAS COLLABORATIVE PROGRAMME

Long & short term collaborative programs are carried out with national and international organizations, research and academic institutions for basic and applied research.

GSP has Collaboration with the following Overseas Universities

- University of Michigan, Ann Arbor, USA
- State University of New York
- Harvard University
- Howard University
- Dartmouth College
- University of Southern California
- Northern College of Medicine, Ohio
- Smithsonian Institution
- Illinois University, Carbondale
- Oregon State University
- Cambridge University, UK
- Sheffield University, UK
- Utrecht University, Holland
- Japanese Universities

2. MCAULEY'S PERSPECTIVES APPROACH ON GSP

For developing systematic and integrated approach to GSP, McAuley's framework of seven perspectives is used in the following manner

2.1. A MODERNIST PERSPECTIVE TO GSP

From a Modernistic perspective, GSP deals in terms of its Inputs, Outputs and Transformation processes and in term of how efficiently it operates. We also analyzed its organizational

structure, its strategic posture, Systems for planning, decision making and control. We gained the following insights

GSP INPUTS includes: Budget and professional competence

GSP OUTPUTS: GSP output is the input for all industries (foreign and domestic) like geological maps, *feasibility and research about* natural resources, energy resources, fuel resources, mineral resources, land quality, Dams, Tunnels, Highways, civil projects, airports, sea ports, solution of land problems, and engineering problems.

GSP PROCESSES: transformational processes, handling data regarding lands through GIS (Geographic Information System) types of software, Investigation of Quality soil and minerals, remote sensing data, cartography, legends, color schemes, imagery, aerial photography from Satellites and overseas employee training for remote sensing data.

Regarding *efficiency*, GSP lacks tools, latest technology, instruments, equipments, laboratories, special environment, raw data, latest data, satellite data, libraries, journals, online digital resources, logistic support, with no sound financial backing. There is a mismatch between Human Resources and financial resources. GSP has to buy remote sensing data from SUPARCO that is highly expensive.

GSP experience following *threats in the field*: Wild life threats, environmental hazards, safety and security issues, physical hazards, ethnic issues, unavailability of clean drinking water and food, unavailability of rest houses, hygiene problems and accidents, calamities like earthquakes, floods, land sliding, heavy snowfalls, heavy rains, scorching sunlight, harsh climatic conditions of deserts, mountains and jungles.

Regarding *planning*, GSP gets budget from planning commission for development projects and this is an adhoc arrangement, in which about 10 % scientists are engaged for the regular budget while 90 % scientists are sitting idle, doing nothing. Foreign element is also involved.

Decision making lies only with Director General GSP. There is no counseling, no mutual discussion, no participation, no consultation, and it is purely a bureaucratic organization.

Control revolves around Director General and Deputy Director General, with hierarchies and grades with financial powers and administrative powers. Regional Directors and controlling officers enjoy their authorities. Especially accounts department has no check and balance.

2.2. A NEO-MODERNIST PERSPECTIVE TO GSP

This perspective revolves around the following points (i) levels of communication and understanding between groups in the organization. (ii) The efficacy of communication between administrators and scientists. (iii) The levels of participation in decision making, (iv) Morale and commitment.

Regarding *level of communication* and *understanding* between the various groups in GSP, there is no professional understanding, no administrative understanding, no scientific understanding and no human understanding. Inter-cadre rivalry, petty jealousy and hypocrisy are prevailing. Core Department, Geological Cadre is at the mercy point and supporting departments are

enjoying. Vested interests lie with accounting department. There is no regard for scientists. There is a collision between administration (like superintendent, assistant director administration, personnel manager) and accounts department for passing the bills. There are certain norms of hypocrisy and psycho-fancy for materializing illicit benefits. Scientists are accountable in front of accounts and administration.

Regarding the *efficacy of communication* between administrators and scientists, No efficacy of communication was there, and the *decision making* only revolves around DG. He is the alpha and omega of GSP, and there is no concept of *employee participation in decision making*.

Morale of all the employees of organization, especially technical officers, scientists is at dismal level, due to no growth in career, no career planning, no social image, no satisfaction, no promotion, career stagnation and very slow pace of promotion. This is dilemma of GSP, a parent organization and mother of geologists, eg. after spending 19 years the assistant director is still in 17 grade and another Deputy Director is going to be retired in 18 grade after 29 years. This is a cruel story of procedural injustice and outcome injustice.

Regarding *level of commitment* of employees, there is zero commitment and loyalty, due to prevailing circumstances of no career building and employees are leaving GSP, as soon as they get the chance. Due to reduced level of government funding and the increased pressure upon scientists, they engage themselves in *commercial activities* with Atomic Energy Commission, OGDC, and Nespak. Moreover *people and their needs* are never put at the centre in GSP, and policy of vested interest is prevailing in GSP.

As for as *values and beliefs* of people regarding their experience of organizational life, people don't share with each others. The professional rivalry, organizational rivalries and grudges are at the peak. People conceal things, experiences and discoveries. Leg pulling and backbiting is very common phenomenon. Negative activities and thinking are at the zenithal point.

Regarding, the *organizational culture*, the healthy traditions of culture were nonexistent. Hardworking, integrity, self respect, professional excellence, role model and juniors' guidance have vanished away, these healthy traditions were at GSP at the time of Bengali people..

Regarding the *success of leadership and management with a human face* to create the "best environment" for people, met a drastic failure and there was a decadence with no career path and very slow promotions, which shows that GSP is not a '*democratic organization*' but a purely bureaucratic organization, with no sign of *employee empowerment*. However, its *revival* is possible through proper structure, increased funding, career building, and proper selection, as suggested by Higher Ups GSP.

There was a judgment, passed by the honorable FST, Islamabad in their appeals filed against "the *non availability of promotion channel and career planning* for technical officers of GSP", has been highly appreciated by the helpless technical officers of GSP. *The article 27, 37 and 38 of the constitution of Islamic Republic of Pakistan*, regarding

"*Non Discrimination, promotion of social justice and promotion of social and economic wellbeing of the people*" have been referred in their true sense. The judgment seems to be in

favour of the victimized technical officers but in depth it is in favor of the nation/ Government. A very clear reality has been endorsed in this judgment in the following words. "A department's efficiency depends on the working of its officials. If the officials are frustrated by not having any chance of promotion, the efficiency of the department shall be adversely affected. It is maintained that a frustrated officer shall be a liability on the government as he would not take an interest in its welfare". It is obvious from above, that the judgment is at large in favour of the nation/ Government.

Approval of rule of direct induction in the presence of eligible persons in the department

Despite knowing that, there exists no proper promotion channel, for the highly qualified geoscientists (Technical officers), GSP leadership did not try to create equal opportunities of promotion for GSP geologists that were available to the geoscientists in OGDCL, Pakistan Atomic Energy Commission and universities. Rather instead of removing, inter-organizational disparity suffered by technical officers, GSP leadership, Pushed the GSP technical officers into intra-departmental discrimination by promoting and getting approved the rule of direct 'induction' in the presence of eligible persons in the department .

The approval of the rule of direct induction at the cost of career of eligible and loyal persons, is the utter *cruelty and injustice*. We agree that direct induction could be made when eligible persons for a higher position are not available in the department and department does need them from outside for expansion or strengthening. So direct induction is a backdoor to bring juniors to higher position.

The rules of justice, fair-play and equity as well as rule of good governance demand that there should be equal opportunities for all the employees working in different organizations of the government, for their promotion and up gradation.

If there are plenty of chances for promotion in an organization, the employees of another almost similar organization, in which equally skilled persons are employed, but have no prospects of promotion, they will be hurt and this will tantamount to discrimination.

In the constitution of Islamic Republic of Pakistan the article 38-C reads as under

"The state shall reduce disparity in the income and earnings of individuals including persons in the various classes of the service of Pakistan"

2.1.1 Consequences

- i. Almost 20% of technical officers have quitted the department (GSP) and migrated to Canada.
- ii. No one is ready to join, despite of various selections in grade 17, very few persons joined at Quetta. They leave the department, whenever they get any chance in another organization. There is acute shortage of young geologists in the department so the department is tending to its natural death.

2.1.2 Three losses:

Growth of knowledge, growth of economic conditions and growth of social status, turned into loss of knowledge, loss of economic conditions and loss of social status.

2.3. A NEW-WAVE PERSPECTIVE TO GSP

A new-wave perspective focuses on the different approaches toward control used in GSP. Accountability has been a central drive in the Government's approach towards managing public sector research laboratories. As a result, there is a great deal of focus on output based controls and bureaucratic rules.

Regarding the policy of putting control first in GSP, control stagnancy culture is prevailing. In manufacturing laboratories, in experimentation and in analysis, output based control, while in overall organization, bureaucratic control is prevailing.

The DG is not a man of ideology, he is quite self centered and power hungry man, and his position and attitude of keeping scientists at arm's length, is the big obstacle in knowledge sharing and socialization, which is entirely opposite the spirit of a scientific organization

Regarding accountability, there was a strange phenomenon that the accounts section and administrators were not accountable to anyone. Mostly seniors bypass rules and regulations and exploit the facilities to which they are not entitled or authorized. And one tends to think the question that why are high wages showered upon some, while others toil long hours at essential work for very little? Professional excellence is at decline, and there is no procedural justice and as well as outcome justice. People are pushed towards commercial culture due to their economic needs, and incentives of most positive kind.

2.4. POSTMODERN PERSPECTIVE TO GSP

This perspective, focuses upon technology, consumersims and more flexible organizational forms. GSP has developed partnership with other organizations in the delivery of its services. GSP has a pyramid structure.

In the context of GSP, *technology* is linked with financial assistance and there is no *consumerism* and no concept of *flexible organization*. GSP has developed *partnership* with other organizations for example Atomic Energy Commission, Institute of Space Technology, Pakistan Mineral Development Corporation, OGDC, Private enterprise for cement factory, Glass factory, ceramic factory and mines, with armed forces and Navy for ports making. Regarding the *job design* and organizational structure, GSP is highly inflexible. GSP has a *pyramid structure* not conducive to career making.

GSP has *basic IT facilities* but in real sense, there is no utility, such as data transferring. Technical data processing is in limited use. GSP depends upon *knowledge based workers* and highly focused on *scientific excellence* and *public service* but limited focus on *commercialization*. *People speak well and think well* about their work and organization in spite of all difficulties at GSP. They speak Slang Punjabi, Urdu and English.

2.5. *A REFLECTIVE PERSPECTIVE TO GSP*

This perspective sheds light on the ways individuals and groups construct their organizational identities and the ways, these identities become enmeshed in the organizational culture.

From this perspective, we tried to understand how scientists make sense of science and commercialism. In particular, emphasis is placed on how they perceive of themselves as professionals and the tensions experienced between being on the one hand a professional who is oriented toward his profession and on the other hand an organizational member. Moreover we also included another interesting issue in our study, was the ways that different people present themselves in GSP- whether they present themselves as managers, scientists or administrators. We gained the following insights:

In the context of GSP, regarding science and commercialism, scientists are dead against the misuse of the science and they quote the destructions of misuse of science with the example of green technology revolution in this way: Green technology revolution have three effects on humanity; Chemical, Mechanical and Biological. Chemically it has ruined our crops, mechanically destroyed the land fertility and caused salinity problems, while biologically, it created health crisis. No flavor, no fragrance and no vitality in fruits and vegetables

Scientists are of the view that science should be used for the service of mankind, and it should not be used for commercial purposes, because commercialism is based on exploitation. Scientists have the positive self concept and positive thinking about their profession. And they happily present themselves as scientists, rather than managers and administrators.

2.6. *A CRITICAL THEORY AND PSYCHOANALYTICAL PERSPECTIVE TO GSP*

Regarding power relations, abuse of power is very much there in GSP. On one hand, are the exploiters (winners) and on the other hand the exploited (losers), so power relations are expressed through distorted communication. In this way, GSP is becoming, psychologically, unhealthy and dysfunctional. Because key groups and some authoritative individuals are developing neurotic tendencies in GSP. Moreover, there are commitment to bad decisions (projects for project sake), isolation of management and the rupture of communications, discouragement of members who are committed to work, advancement of members who are detached from reality, and dominance of control and over centralization at GSP. Regarding employee empowerment, some scientists are of the view that employees at GSP, can be empowered through passing career path, elevation with gaining more skills and more experience and understanding.

Regarding the commercialization of science, their thought is very clear; their view is that, science should be the servant of humanity, not the master of humanity. Science should not be used for commercial purposes, because commercialization is based on exploitation.

Regarding, heroic scientific leader in organization, no one is indispensable, everyone has its own specific role and there is no alternative of other. Human capital is unique in value and nature. Such thinking is prevailing at GSP.

2.7. A MANAGERIAL PERSPECTIVE TO GSP

This perspective focuses upon the historical development of GSP management and GSP contribution to national wealth.

Regarding the historical development of GSP management, the GSP was the only organization which came into being with the creation of Pakistan on 14th August 1947, manned by 5 geologists and only one chemist. It starts developing its personnel strength slowly and gradually. On the eve of the start of the 21st century and the next millennium, a paradigm shift in the GSP's technical program has been initiated which will profoundly affect the quality and complexion, direction and orientation, and quantum and output of its research and exploration. It will now address more directly the societal needs of geo science information for a rapidly changing world of conflicting demands on resources and the environment.

Regarding contribution to national wealth, we would like to submit the last question of our interview with the Deputy Director GSP:

Question: "Is GSP contributing to national wealth and what is the impact of increased managerialism on scientific productivity?"

Answer (DD): We indirectly contribute toward generating wealth in the country' GDP. Whatever we produce, is utilized by other agencies as their necessary inputs for example, oil, gas, minerals, hydrology, electricity, water, dams, tunnels, highways and other engineering projects. Geological mapping, mineral explorations, natural resources, subsurface materials, raw material study, water shedding and establishing ground water quality by hydrologists, geologists, environmentalists and geophysicists is really the worthwhile contribution to national wealth. , do you know, what is wealth?

Pause.....

Wealth is commodities and services. Our output is their input. Our output is knowledge based and our end-users are limited. Those limited end-users (organizations) by using, our data, knowledge and technical reports, generate unlimited wealth. We have primary role in generating the national wealth in the forms of services and commodities.

3. Issues confronting GSP

- Issue of head-quarter at Quetta is a station of maximum socio-economic problems for the geo-scientists..
- Issue of Socio-economic problems for the scientist, -- economics does not support the social side of employees.
- Salary structure is not at par with the OGDC and Pakistan Atomic Energy Commission, for employees' satisfaction, morale, commitment, loyalty and competence retention.
- Rule of direct induction which causes the exploitation of the rights of 123 deputy directors and assistant directors by the hands of exploiters Imran Ahmad Khan Director General GSP and Muhammad Ali Taggar Deputy Director General GSP.
- Imbalance between Human Resources and Financial Resources.

- Lack of Career opportunities: a long term chance for growth and development,
- Lack of proper-channel Promotions: both upward mobility and lateral transfers into desirable positions
- No harmony between Strategy, Structure, Market Forces and Human resources.
- Lack of integration at operational, managerial and strategic level.
- No tradition of the practice of ‘power over’ with ‘power with’ through participative decision making.
- Bureaucratic style of leadership and management at GSP.
- Lack of free communication between scientists and administrators for knowledge sharing and human capital development.
- People and their needs are never put at the centre.
- No Personal sense of wellbeing: feeling good about oneself for accomplishing objectives.
- No concept of work life balance
- Lacks opportunity to learn: a chance to expand employees skills and knowledge base
- No Security: a sense of job and financial security
- No respect from co workers
- No genuine Friendship from co workers but shallow relationships
- No Sustained interest in and support for management development and succession planning on the part of top management.
- No Efforts to identify young professionals deemed to have potential for top level management positions.
- No systematic rewards used for managerial performance
- No special recruiting efforts to provide appropriate raw materials for general managers/ administrators of the future.
- No opportunities for capable young professionals to develop managerial skills early in their careers.

- No proper compensation policies and salary administration to help stimulate management development and retain key personnel

4. Recommendations

Govt. of Pakistan should take the role of accountability and justice in order to promote the culture of SHRM practices in Pakistan. There should be policy system of recruitment, promotions and performance measurement. There should be proper compensation policies and incentives of most positive kind to stop the brain drainage(Human Capital) in foreign countries. Govt. of Pakistan needs to take serious notice to fill the top Management positions with honest, dedicated and competent brains. In order to minimize the knowing- doing gaps in the organizations, Govt. of Pakistan must focus all the human resources for procedural justice as well as outcome justice.

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ANNEXURE

ANNEX - 01.

Questionnaire

1. What are inputs, outputs, and transformational processes and how efficiently they operate?
2. What kind of threats you experience in the field?
3. What is system for planning in your organization?
4. What is system for decision making in your organization?
5. What is system for control in your organization?
6. What is level of communication and understanding between the various groups in the organization?
7. What is the efficacy of communication between administrators and scientists?
8. What is the level of participation in decision making?
9. What is the level of morale of employees?
10. What is the level of commitment of employees?
11. Given the reduced level of government funding and the increased pressure upon scientists, do you think your employees will be engaged in commercial activity?
12. Do you think that people and their needs are put at the centre in your organization?
13. Is there a policy of putting people first in your organization
14. What are the values and beliefs of people regarding their experience of organizational life?
15. Tell me something about your organizational culture?
16. How leadership and management with a human face has been successful to create the “best environment” for people?
17. Is this a ‘democratic organization’ emphasize the empowerment of all the members of the organization?
18. Do you think that GSP can be changed into a learning organization, through processes of organizational development and managing culture?
19. Is there a policy of putting control first in your organization?
20. In response to increasing level of un-certainty in the environment faced by organization, management exerts what kind of control, Bureaucratic, Output based or Cultural ?
21. What kind of ideological change emerges in management thinking, in your organization and how it affects people of your organization?

22. Accountability has been a central drive in the Government's approach toward managing public sector research laboratories; what the role of accountability is, in your organization?
23. Is there a great deal of focus on output based control and bureaucratic rules in your organization?
24. Is there a commercial culture in your organization or any managerial attempts to spread commercial values throughout the organization?
25. To which extent, there has been a shift from Bureaucratic to cultural forms of control?
26. There is transition toward a more uncertain and dynamic environment so, is there an emphasis on technology, consumerism and more flexible organizational forms in your organization.
27. Has your organization developed partnerships with other organizations in delivery of its services?
28. To which extent your organization is flexible, regarding the jobs designs and organizational structure.
29. GSP is has a pyramid structure, so to which extent there is a move toward a network form of organization for GSP?
30. To which extent IT has changed the way in which people work, allowing scientists to work more easily at a distance from their offices?
31. Is the concept of knowledge work and knowledge worker important in managing the highly skilled employees in your organization?
32. To which extent you organization focuses on scientific excellence, public service and commercialization?
33. How people think and speak about their work in your organization?
34. What language people (employees) use in your organization?
35. How scientists make sense of science and commercialism in your organization?
36. How scientists perceive of themselves as professionals who on the one hand are oriented toward their professions and on the other hand an organizational member?
37. How would you like to present yourself as manager, scientist or administrator?
38. How leaders, managers and members of the scientific community exercise power over other members of the organization.
39. How all workers can be genuinely empowered in your organization?
40. What do you say about the commercialization of science?
41. What is the role of the heroic scientific leader in your organization?
42. Is it a neurotic organization?

43. In some laboratories heroic scientific leader is held up un critically as a role model for scientists to follow, it may encourage dependency, what do you say about it?
44. Is GSP contributing to national wealth and what is the impact of increased managerialism on scientific productivity?

ANNEX -02

Transcript of the interview

(In questions/ answers form)

1. What are inputs, outputs, and transformational processes and how efficiently they operate?

Inputs: Budget and professional competence Outputs: our output is the input for all industry (foreign and domestic) like geological maps, *feasibility and research about* natural resources, energy resources, fuel resources, mineral resources, land quality, Dams, Tunnels, Highways, civil projects, airports, sea ports, solution of land problems, and engineering problems. Processes: transformational processes, handling data regarding lands through GIS (Geographic Information System) types of software, Investigation of Quality soil and minerals, remote sensing data, cartography, legends, color schemes, imagery, aerial photography from Satellites and overseas employee training for remote sensing data.

Regarding efficiency, we lack tools, latest technology, instruments, equipments, laboratories, special environment, raw data, latest data, satellite data, libraries, journals, online digital resources, logistic support, with no sound financial backing. There is a mismatch between Human Resources and financial resources. We have to buy remote sensing data from SUPARCO that is highly expensive.

2. What kind of threats you experience in the field?

Wild life threats, environmental hazards, safety issues, physical hazards, ethnic issues, non availability of clean drinking water and food, unavailability of rest houses, hygiene problems and accidents, calamities like earthquakes, floods, land sliding, heavy snowfalls, heavy rains, scorching sunlight, harsh climatic conditions of deserts, mountains and jungles.

3. What is system for planning in your organization?

We get budget from planning commission for development projects and this is an adhoc arrangement, in which about 10 % scientists are engaged for the regular budgets while 90 % scientists are sitting idle, doing nothing. Foreign element is also involved.

4. What is system for decision making in your organization?

Decision making lies only with Director General, no counseling, no mutual discussion, no participation, no consultation, and it is purely a bureaucratic organization.

5. What is system for control in your organization?

Control revolves around DG and DDG, then with hierarchies and grades with financial powers and administrative powers. Regional Directors and controlling offices enjoy their authorities. Especially accounts department has no check and balance.

6. What is level of communication and understanding between the various groups in the organization?

No professional understanding, no administrative understanding, no scientific understanding and no human understanding. Inter-cadre rivalry, petty jealousy and hypocrisy are prevailing. Geological Cadre is at the mercy point and supporting departments are enjoying. Vested interests lie with accounts department. There is no regard for scientists. There is a collision between administration (like superintendent, assistant director administration, personnel manager) and accounts department for passing the bills. There are certain norms of hypocrisy and psycho-fancy for materializing illicit benefits. Scientists are accountable in front of accounts and administration.

7. What is the efficacy of communication between administrators and scientists?

No efficacy of communication.

8. What is the level of participation in decision making?

Only DG!

9. What is the level of morale of employees?

Morale of all the employees of organization, especially technical officers, scientists is at dismal level. Due to no growth in career, no career planning, no social image, no satisfaction, no promotion, career stagnation, very slow pace of promotion. This is dilemma of GSP, parent organization, mother of geologists. For example after spending 19 years assistant director is still in 17 grade and another Deputy Director is going to be retired in 18 grade after 29 years. This is a cruel story of procedural injustice and outcome injustice.

10. What is the level of commitment of employees?

Zero commitment and loyalty, due to prevailing circumstances of no career building. Employees are leaving the organization, as soon as they get the chance.

11. Given the reduced level of government funding and the increased pressure upon scientists, do you think your employees will be engaged in commercial activity?

Yes, if they get the chance, they engage themselves in commercial activity, with Atomic Energy Commission, OGDC, and Nespak.

12. Do you think that people and their needs are put at the centre in your organization?

Never Ever!

13. Is there a policy of putting people first in your organization?

No, only the policy of vested interests.

14. What are the values and beliefs of people regarding their experience of organizational life?

People don't share with each other. Professional rivalry, organizational rivalries and grudges are at the peak. They conceal things, experiences and discoveries. Leg pulling and backbiting is very common phenomenon. Negative activities and thinking are prevailing.

15. Would you like to tell me something about your organizational culture?

Gone the days, when there were some traditions of culture, when Bengali people were at work. Now, those traditions are dying out. Hardworking, integrity, self respect, professional excellence, role model and juniors' guidance have vanished away.

16. How leadership and management with a human face have been successful to create the "best environment" for people?

Decay and absolutely failure in creating the "best environment" for people.

17. Is this a 'democratic organization' emphasize the empowerment of all the members of the organization?

It is not a democratic but purely bureaucratic organization, with no sign of employee empowerment.

18. Do you think that GSP can be changed into a learning organization, through processes of organizational development and managing culture?

Revival is possible through proper structure, increased funding, career building, and proper selection.

19. Is there a policy of putting control first in your organization?

Yes, it does because control stagnancy culture is prevailing.

20. In response to increasing level of un-certainty in the environment faced by organization, management exerts what kind of control, Bureaucratic, Output based or Cultural?

In manufacturing laboratories, in experimentation and in analysis, output based control is necessary, while in overall organization, bureaucratic control is prevailing.

21. What kind of ideological change emerges in management thinking, in your organization and how it affects people of your organization?

Our DG doesn't have any ideology. He is self centered, introvert and man of money minting. No knowledge sharing in scientific organization creates ambiguity and frustration among people and leads to the deadlock of progress.

22. Accountability has been a central drive in the Government's approach toward managing public sector research laboratories; what is the role of accountability, in your organization?

We are accountable to accounts section but accounts section is not accountable to us. Mostly seniors bypass rules and regulations and exploit the facilities to which they are not entitled or authorized.

23. Is there a great deal of focus on output based control and bureaucratic rules in your organization?

Yes both are there but due to prevailing bureaucratic rules, professional excellence is at decline.

24. Is there a commercial culture in your organization or any managerial attempts to spread commercial values throughout the organization?

People are pushed towards commercial culture due to their economic needs, and incentives of most positive kind.

25. To which extent, there has been a shift from Bureaucratic to cultural forms of control?

Being government organization, bureaucracy is prevailing.

26. There is transition toward a more uncertain and dynamic environment; so, is there an emphasis on technology, consumerism and more flexible organizational forms in your organization?

If we have project development, with financial assistance then we emphasize technology for better output. There is no consumerism and no concept of flexible organization.

27. Has your organization developed partnerships with other organizations in delivery of its services?

Yes with Atomic Energy Commission, Institute of Space Technology, Pakistan Mineral Development Corporation, OGDC, Private enterprise for cement factory, Glass factory, ceramic factory and mines. Armed forces and Navy for ports making.

28. To which extent your organization is flexible, regarding the jobs designs and organizational structure.

We have to say 'Yes' to the seniors under all pressures of circumstances because "Boss is always right". We just see eye to eye with them. No other option.

29. GSP has a pyramid structure, so to which extent there is a move toward a network form of organization for GSP?

Rigid and decadent GSP, has bureaucratic structure, not conducive to career making, no network, intranetworking and internet work.

30. To which extent IT has changed the way in which people work, allowing scientists to work more easily at a distance from their offices?

We have basic IT facilities but in real sense, there is no utility, such as data transferring. Technical data processing is in limited use.

31. Is the concept of knowledge work and knowledge worker important in managing the highly skilled employees in your organization?

Yes, we depend upon knowledge based workers, even we communicate with mountains and they talk to us.

32. To which extent you organization focuses on scientific excellence, public service and commercialization?

Highly focused on scientific excellence and public service but limited focus on commercialization.

33. How people think and speak about their work in your organization?

They speak well and think well about their work and organization in spite of all difficulties.

34. What language people (employees) use in your organization?

Slang Punjabi, Urdu and English

35. How scientists make sense of science and commercialism in your organization?

Green technology revolution have three effects on humanity; Chemical, Mechanical and Biological. Chemically it has ruined our crops, mechanically destroyed the land fertility and caused salinity problems, while biologically, it created health crisis. No flavor, no fragrance and no vitality in fruits and vegetables. Misuse of science is very destructive. Science should be for the service of mankind, and it should not be used for commercial purposes. Commercialism is based on exploitation.

36. How scientists perceive of themselves as professionals who on the one hand are oriented toward their professions and on the other hand an organizational member?

Truly speaking, conventions and traditions of good managers are at decline due to bureaucratic structure and the environment is not conducive for motivation, guidance and inspiration. How can I say, I am a good manager, when organizational motive/ interest is at second priority and self motive /interest is on first priority.

37. How would you like to present yourself as manager, scientist or administrator?

I am comparatively a good scientist than administrator and manager.

38. How leaders, managers and members of the scientific community exercise power over other members of the organization.

One person having power over other mean that the 'losers' are robbed of their potential, as human beings, because they become subservient to the winners; for example by persuading other to feel unsure of what is happening, getting others to feel guilty and manipulating the facts, and so on.

39. How all workers can be genuinely empowered in your organization?

Through passing career path, and elevation with gaining more skills and more experience and understanding.

40. What do you say about the commercialization of science?

Science should be for service of mankind, and it should not be used for commercial purposes. Commercialization is based on exploitation.

41. What is the role of the heroic scientific leader in your organization?

Once it was, but at present, it is nonexistent. Dr. A. Q. Khan is a Pakistani nuclear scientist and metallurgical engineer, widely regarded as the founder of Pakistan's nuclear program, but people forget the name of other scientists of his team. People are indispensable to some extent and graves are full of indispensables. Everyone has its own specific role to perform and has its own contribution. No one is an alternative for other.

42. Is it a neurotic organization?

To some extent it is neurotic, because of the commitment to bad decisions. Members not only take bad decisions but they also stick with them, despite all the evidence that the organization is getting, into real problems. There is no ground reality of project making. Projects are made for the sake of projects, and only because our DG likes giving presentations.

43. In some laboratories heroic scientific leader is held up un-critically as a role model for scientists to follow, it may encourage dependency, what do you say about it?

I already mentioned that people are indispensable to some extent and graves are full of indispensables. Everyone has its own specific role to perform and has its own contribution. No one is an alternative for other. So it does not encourage dependency.

44. Is GSP contributing to national wealth and what is the impact of increased managerialism on scientific productivity?

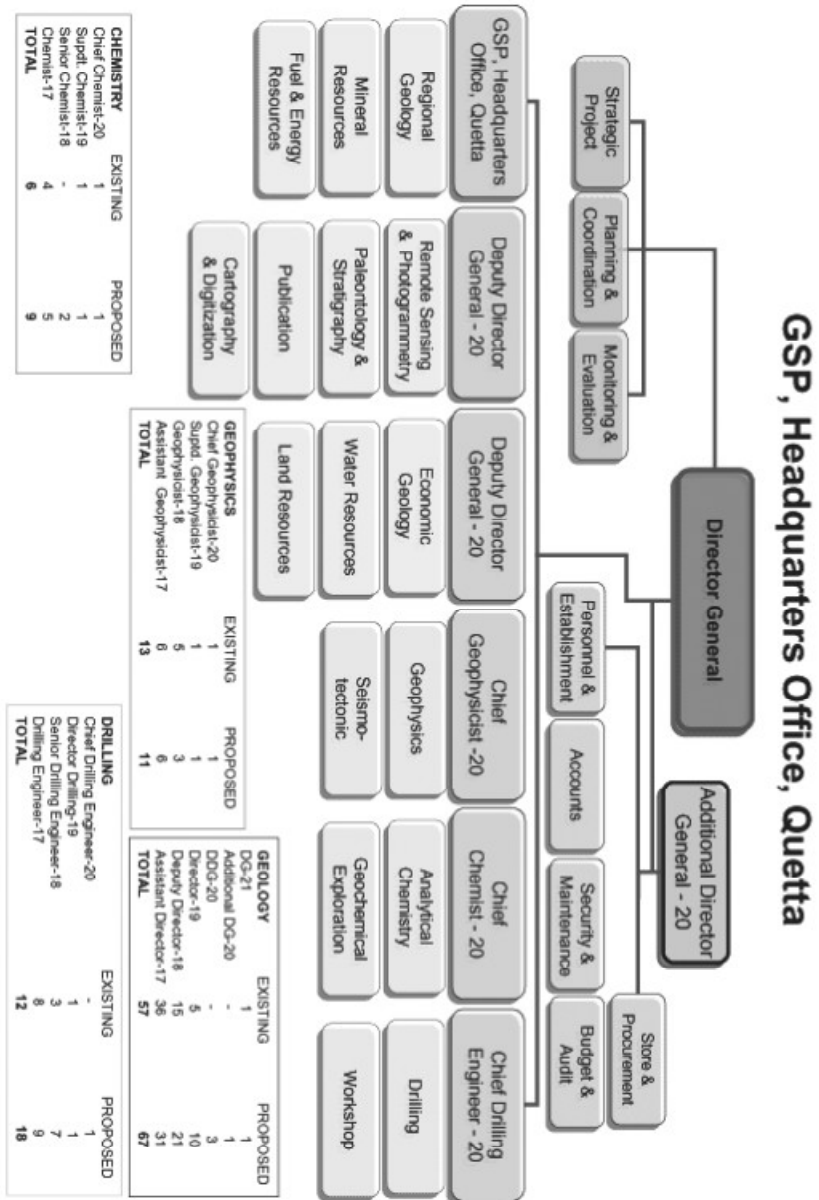
We indirectly contribute toward generating wealth in the country' GDP. Whatever we produce, is utilized by other agencies as their necessary inputs for example, oil, gas, minerals, hydrology, electricity, water, dams, tunnels, highways and other engineering

projects. Geological mapping, mineral explorations, natural resources, subsurface materials, raw material study, water shedding and establishing ground water quality by hydrologists, geologists, geo-chemists, environmentalists and geophysicists is really the worthwhile contribution to national wealth. , do you know, what is wealth?

Pause.....

Wealth is commodities and services. Our output is their input. Our output is knowledge based and our end-users are limited. Those limited end-users (organizations) by using, our data , knowledge and technical reports, generate unlimited wealth. We have primary role in generating the national wealth in the forms of services and commodities.

Annex-03: GSP Headquarter Office, Quetta, Organizational Structure



Annex-04: Organogram of Geo Data Centre of GSP, Islamabad

