

**RELATIONSHIP OF ORGANIZATIONAL DEVELOPMENT
TECHNIQUES WITH RESISTANCE TO ORGANIZATIONAL CHANGE:
AN ANALYSIS OF THE TELECOM SECTOR OF PAKISTAN**



By

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I, Muhammad Akram, MPhil Scholar in the Department of Management Sciences, Bahria University Islamabad, certify that the research work presented in this thesis is to the best of my knowledge my own. All sources used and any help received in the preparation of this dissertation have been acknowledged. I hereby declare that I have not submitted this material, either in whole or in part, for any other degree at this or other institution.

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DEDICATION

This thesis is dedicated to all those devoted teachers who toil hard and leave no stone unturned in imparting good quality learning and inculcate sound moral values in their students.

ABSTRACT

Organizational change is a constant phenomenon in today's competitive and dynamic world. Managers are confronted with the challenge of managing change efficiently. Resistance is a natural offspring of change which needs to be overcome for success of the change programs. The subject of organizational development deals with managing change and overcoming resistance through application of various techniques. The common organizational development techniques available to overcome resistance to change are communication, participation, facilitation, negotiation, manipulation and coercion. However, the choice of one or more techniques to overcome resistance is contingent upon the potency of each technique and the expertise of managers to apply them correctly in a given change situation. Managerial expertise, therefore, acts as a moderator for use of the organizational techniques to overcome resistance. Little research in quantitative terms has been undertaken so far to ascertain the relationship of various organizational development techniques and the role of managerial expertise to overcome resistance to organizational change. The present study is an effort to fill this gap by carrying out a survey in the selected organizations of Telecom Sector in Pakistan. Using the positivistic approach, it is a descriptive study to test a number of hypotheses in order to establish the relationship among the common organizational development techniques, managerial expertise and resistance to change. The findings are helpful to organizational change managers for evaluating and using the common organizational development techniques during the change process. Moreover, the present study also contributes towards the existing body of knowledge on the subject by establishing the relationships among different variables in quantitative terms.

Key Words: Organizational Change, Resistance to Change, Organizational Development Techniques

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LIST OF ABBREVIATIONS

OD	Organizational Development
RTC	Resistance to Change
COM	Communications
PAR	Participation
FAC	Facilitation
NEG	Negotiations
MAN	Manipulation
COE	Coercion
ME	Managerial Expertise
PTCL	Pakistan Telecommunication Company Limited
PTA	Pakistan Telecommunication Authority
ANOVA	Analysis of Variance
SPSS	Statistical Package for Social Sciences
IV	Independent Variable
DV	Dependent Variable
MV	Moderating Variable