

Factors of Employee Productivity Leading to Organisational Transformation: A Case Study of Axiata Sdn Bhd

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Declaration

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Ahmed Armaan Siddiqui

Date 22nd of December 2021

STATEMENT 1

This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the correction is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

Ahmed Armaan Siddiqui

Date 22nd of December 2021

STATEMENT 2

I hereby give consent for my thesis, if accepted, to be available for deposit in the University's digital repository.

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Date 22nd of December 2021

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Abstract

Axiata has opted to embark on a digital transformation initiative with the aim of attaining a position of preeminence within the telecoms sector in Asia. Despite the company's historically effective adherence to established standards, regulations, and processes, there has been an abrupt decline in the quality of outcomes observed in recent times. The current situation is rapidly deteriorating, characterised by a decrease in dividends and significant transformations taking place in both the external and internal elements. Consequently, it is imperative for the organisation to promptly take action in order to effectively mitigate the issue. Axiata's objectives, encompassing the establishment of operational excellence, innovation superiority, and procedural efficiency, have steered the firm towards its current trajectory of transformation. This progress has been achieved through the implementation of the triple core strategy. Through the utilisation of tailor-made technological solutions aimed at enhancing human capabilities and facilitating organisational change, this study successfully identified the barriers impeding employees' optimal productivity levels. The central argument of this study posits that the identification, examination, and elimination of productivity gaps are crucial for guiding organisational change and achieving desired outcomes through the transformation of human resources. As a consequence of this, the primary objectives of this research are to investigate the current strategic intentions and conversion targets of Axiata Sdn Bhd, diagnose the significant factors that influence desired modification, and provide recommendations on how to improve current conditions and achieve the desired results. This research provides an analysis of the many aspects that influence employee productivity through enhancing individual profiles, with the aim of facilitating organisational transformation. The aforementioned viewpoints are presented with four conceptual frameworks with vigorous research with the intention of addressing the research inquiry. In order to transform the organisation into a digital telecommunications company (TELCO), a comprehensive plan will be implemented. This method will cover several subjects like human resource interventions, operational efficiency, innovation, staff skill level, change implementation processes, innovation, and finally cultural aspects of organisational transformation.

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Chapter 1

1 Introduction

1.1 Introduction of the study

The level of productivity displayed by an organisation's staff is directly linked to the level of success that the firm enjoys. Productivity can be defined as the degree to which an employee is able to complete a task in a timely and efficient manner while simultaneously producing high-quality work. It is more crucial than ever for businesses to identify tactics that will increase the productivity of their staff in today's fast-paced and highly competitive business world. Yet, there is frequently a discrepancy between the personnel profile and the skills and knowledge required for organisational transformation. This disconnect can be quite frustrating. This disconnects, which can seriously hinder one's ability to get work done, takes place pretty regularly.

It is an absolute necessity in the fast-paced business environment of today to convert the internal structures of enterprises into ones that are better able to fulfill the ever-changing requirements of their target consumers and maintain their position as a competitive force. But, in order for this shift to be a success, the staff of the organisation must both be productive and motivated. Only then can the transition be a success. Workers that are productive are the backbone of every company, and the performance of those people can have a considerable impact on the success of the firm. The success of the company can be significantly impacted by the performance of the employees.

Despite the significance of employee productivity, many businesses are plagued by a significant lack of personnel profile enrichment, which can make it difficult to implement organisational transformation initiatives. This can make the implementation of organisational transformation initiatives more challenging. The process of enhancing an employee's skills, knowledge, and competencies in the interest of keeping them current with the most recent developments in their respective industries as well as the most recent technological breakthroughs is referred to as "employee profile enrichment," and the term "employee profile enrichment" is used to describe the process.

Without a question, the amount of productivity in any particular business is directly proportionate to the level of success the firm enjoys. According to research undertaken over the years in many nations throughout the world, productivity is regulated by a small number of components, some of which are organisationally specific while others may be deemed universal. One of the research's objectives is to determine the elements that impact production. According to Armstrong (2006), most employees are aware of the barriers that prevent them from realising their maximum potential.

The management of employee performance is a process inside an organisation that matches the individual's metrics, skills, and competencies with the organisation's development objectives and delivery of outcomes. The tasks connected to a job that are expected of an employee and the degree to which they are completed successfully are what the business lexicon refers to as work performance. Human capital, strong leadership, financial stability, well-maintained equipment, and an adequate supply of raw materials are some examples of the various sorts of resources that may be found in an organisational context and serve to facilitate the organisation's efficient functioning. Human capital is the sole living resource that an organisation possesses, in contrast to the other resources that it possesses. It is possible for every organisation to be able to afford the appropriate materials, sufficient funds, or even up-to-date machinery in order to run their operations efficiently; nevertheless, it is not possible for every organisation to be able to afford the appropriate human capital. A company's human resources are one of its most valuable assets since they enable the company to acquire a competitive advantage over its rivals operating in the same sector. since of this, the performance of employees is highly essential to organisations in the twenty first century since it will enable them to compete favourably against the changing environment with other organisation, which will lead to employee productivity so long as organisational performance is maintained.

This study is significant as it can shed light on methods that businesses can use to enhance employee productivity and reduce the discrepancy in employee profile enrichment to facilitate successful organisational transformation. The study has the potential to provide insights into methods that businesses can employ to enhance employee productivity.

Specifically, this study has the potential to shed light on how businesses can increase employee productivity. This is a challenge that numerous companies must overcome. Anybody who is interested in enhancing employee productivity within their own particular firms may find the findings of this study to be helpful. This includes organisational leaders, experts working in the field of human resources, and anyone else who is interested in the topic.

In the end, the purpose of this thesis is to contribute to the research on employee productivity and to give businesses ideas through conceptual models for closing the gap in personnel profile enrichment and achieving success in organisational transformation. Additionally, the contribution to the research on employee productivity will be presented in the form of a thesis. In addition, the research contribution that will be made to the field of employee productivity will take the shape of a thesis.

1.2 Background of the study

Telekom Malaysia was formerly the only government agency to provide comprehensive telecommunications services, including mobile networks, fixed networks, and transmission business. A separate company, Axiata, was established to manage the mobile network businesses of Celcom and Telekom Malaysia's international investments, such as XL Indonesia, Robi Bangladesh, and Smart Cambodia, in order to combat the intense competition and aspiration to lead Asia with the tagline of Advancing Asia. Thus, by the end of 2007, Axiata had demonstrated its quality as one of the smallest GLCs based in Malaysia that operates in the hands-free telecommunications industry in Asia.



Figure 1.1: Summary of Ventures and Outline of Axiata Sdn Bhd

Source: Axiata Triple Core Strategy Outline

Now refer to the triple core strategy, as demonstrated in Figure 1.1 above in this thesis, Axiata had to demerge its operations from core TELCO (single strategy) to triple core (TELCO, New Business and Infrastructure) TELCO where they focused on new business-like digital service, digital advertising, ecommerce business, enterprise business and infrastructure business that would not only ensure Axiata to be the leading advancing Asia conglomerate but also revenue enhancement. Now that the strategy is set and implementation is taking place, Axiata has problems of existing profile not capable to run the operations as well as lack of initiatives like training and talent management to ensure the productivity is available for the employee to serve the responsibility.

Axiata also has difficulty adjusting to the long-tail plans that are required to create the building blocks for value creation in order to generate exponential growth in the Telco industry, despite a serious focus on examining the strategic steps and the financial aspect and a positive excess return.

In the rapidly transforming modern business environment, organisational transformation is a process that modern businesses need to go through to keep their competitive edge. It is

absolutely necessary to have people who are highly productive, who are motivated and involved in their work and who are equipped with the necessary skills to provide quality output in order to achieve transformative goals. Axiata Group Bhd, a significant company in the telecommunications industry in Malaysia, has recognized the need for employee profile enrichment in this context in order to enable organisational transformation.

The purpose of this study is to investigate the factors that contribute to employee productivity, as well as the ways in which those factors might help close the gap in employee profile enrichment in order to facilitate organisational transformation at Axiata Group Bhd. The study's objective is to determine the factors that contribute to employee productivity, as well as the ways in which those factors might help close the gap. The goal of this study is to investigate the primary factors that contribute to employee productivity and the impact those factors have on organisational performance. Furthermore, the goal of this research is to assess the current state of employee profile enrichment at Axiata Group Bhd and make recommendations for how profile enrichment activities can be used to improve organisational performance as well as employee productivity.

The Axiata Group Bhd is hoping that the findings of this study will provide them with a comprehensive understanding of the factors that drive staff productivity as well as the current state of employee profile enrichment. This is something that the Axiata Group Bhd is looking forward to receiving. The study will also identify the gaps that exist between the employee profiles that were desired and the actual employee profiles, and it will make recommendations to narrow these gaps. The findings of the study can serve as a basis for informing the formulation of policies and strategies at Axiata Group Bhd that is aimed at increasing staff productivity, profile enrichment, and organisational transformation. This can be done by using the findings as a basis for informing the formulation of policies and strategies.

The table that follows illustrates how essential creativity and adaptability are to the process of transforming an organisation into one that can effectively generate value for a corporation. This is the most relevant initiative on mitigating gaps as per the value creation of business for Axiata, where the goal of this research is to effect organisational and cultural change. As can be very clearly seen in the outcome of 2021 under the MAD organisation,

Axiata aspires to promote a culture of collaboration, challenging the status quo, trusting and empowering employees with the requirement of an agile mindset, and ensuring that in-house analytics and IT infrastructure are in place. In this case, it is said that there is a requirement for an organisation to change in conjunction with other interventions. This particular action plan inside the triple core strategy is the one that is most pertinent since it makes a direct contribution not only to the problem statement of this thesis but also to the research objectives. This organisational change needs to go through a transformative path, starting with the necessary interventions involving human resources and moving on to the facilitators of digitalisation and transparent communication.

Table 1.1: Forming worth for Factors that are Crucial to the Development of the Corporation

OUR GROUP BUSINESS DIRECTION FOR BP2019 Action Plan Tracker for Shareholder Value Management		
STRATEGIC INITIATIVES	GUIDANCE	OPCO OUTCOME BY 2020/2022
Optimum Portfolio & Invertor Position	<ul style="list-style-type: none"> • Dividend to be balance between growth and reinvestment on new initiatives 	<ul style="list-style-type: none"> • Path to dividends • Management or forex risk on capex, fixed and floating rates
Sustainability & Stockholder Management	<ul style="list-style-type: none"> • Continuous engagement with regulators to reduce market imperfections including incumbents dominant power, consideration for data floor pricing and, other non-tariff control measures • Participate in key regulatory advocacy areas and National Champions Programs 	<ul style="list-style-type: none"> • Regulatory support is critical to mitigate risk of hyper competition, especially to arrest further decline in data pricing • Explore National Champion Programs to deliver immediate benefits to public/political support
	<ul style="list-style-type: none"> • Digital Trust 2020, Implement Cyber Detection and Response capability. Privacy beyond Compliance 	<ul style="list-style-type: none"> • Group cyber security Operation (Group SOC) & Incident response – must achieve maturity Level 3 (end 2019) • Aim for zero touch integration in Agile/Development Operations environment • Define and applied Group Minimum Baseline Security Standards. 100% compliance for all critical asset by end 2019 • Privacy- Adopt ‘Option 1 (Beyond Compliance – Country Specific)’, and move towards ‘Option 2 (Global Best Practices)’ eventually

Source: Axiata Value Management for Business

This triple-core plan is developed with the intention of bolstering the position of advancing Asia. By conducting research on the organisation's profitability and other factors associated with its operations, Axiata developed its strategy with triple core intending to achieve the desired financial results. The diagram that follows illustrates the strategic pillars that contribute to the creation of value for Axiata.

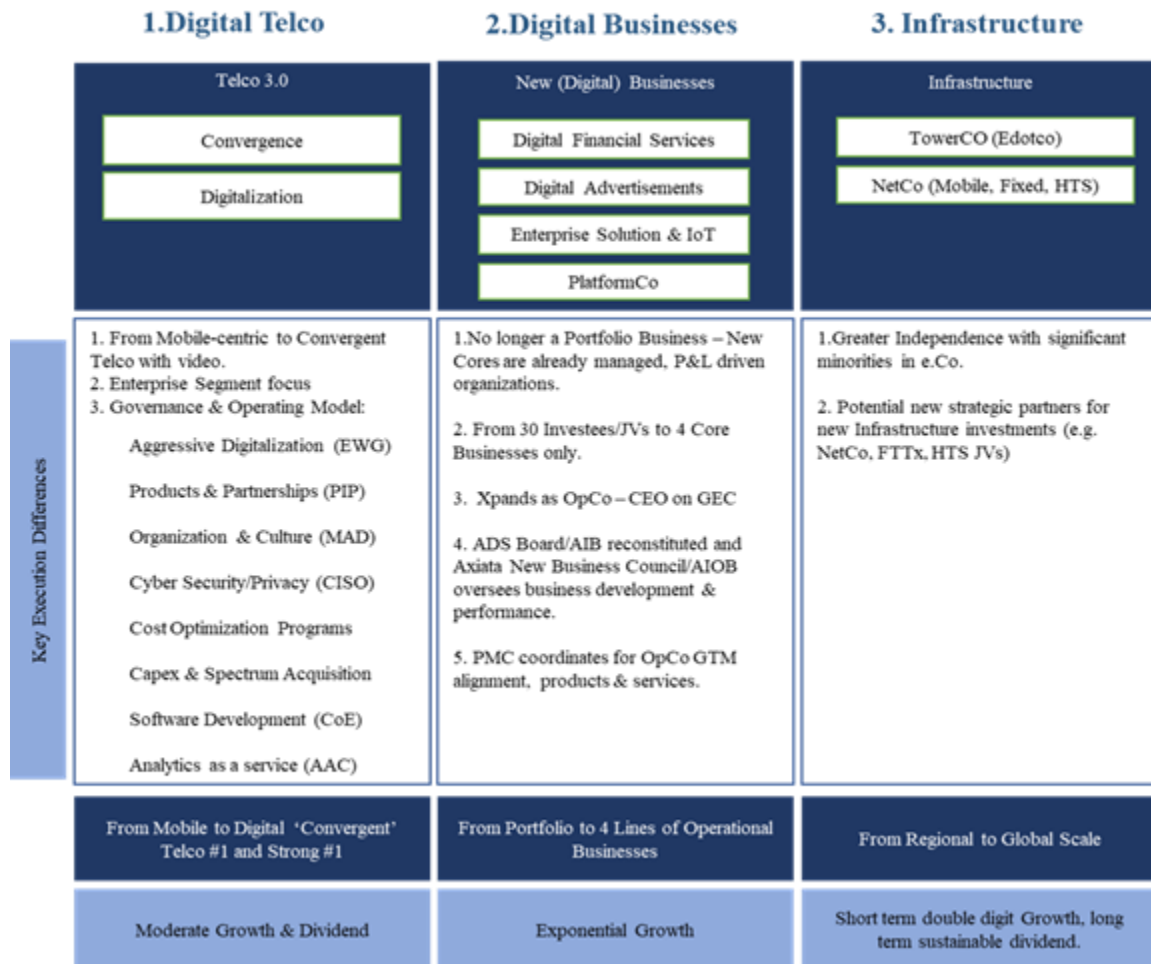


Figure 1.2: Triple core strategy by Axiata for forming value for the corporation

Source: Axiata Triple Core Strategy Outline

The plan with triple cores that Axiata will be embracing in order to achieve their long-term target of developing new core revenue streams in order to maintain market cap and maximize value for shareholders. It demonstrates how Axiata initiated ventures such as

TowerCo, New Core like Axiata Digital, Boost service, and required digitization that will require a paradigm shift on the part of the employees of Axiata from a TELCO to a NEWCO or TowerCo mindset. This will allow the revenue gap to be mitigated, as well as the triple core strategy to be implemented. The triple core approach will not only disperse the company performance as well as the risk on the overall performance across time, but it will also limit the risk factors that are caused by external environmental factors. This will be accomplished over the course of time. It is unavoidable to express the worry that the organisation has transitioned from a mono strategy of concentrating on Telco to one in which it is embarking on a transformational journey of uplifting the core into Telco 3.0 as well as introducing two additional cores known as new business and infrastructure. This is a journey during which the organisation must be supported with the relevant capable human resources in order to steer the transformation and revert the required performance to meet the expectations of shareholders and other stakeholders as per Figure Annex 1.

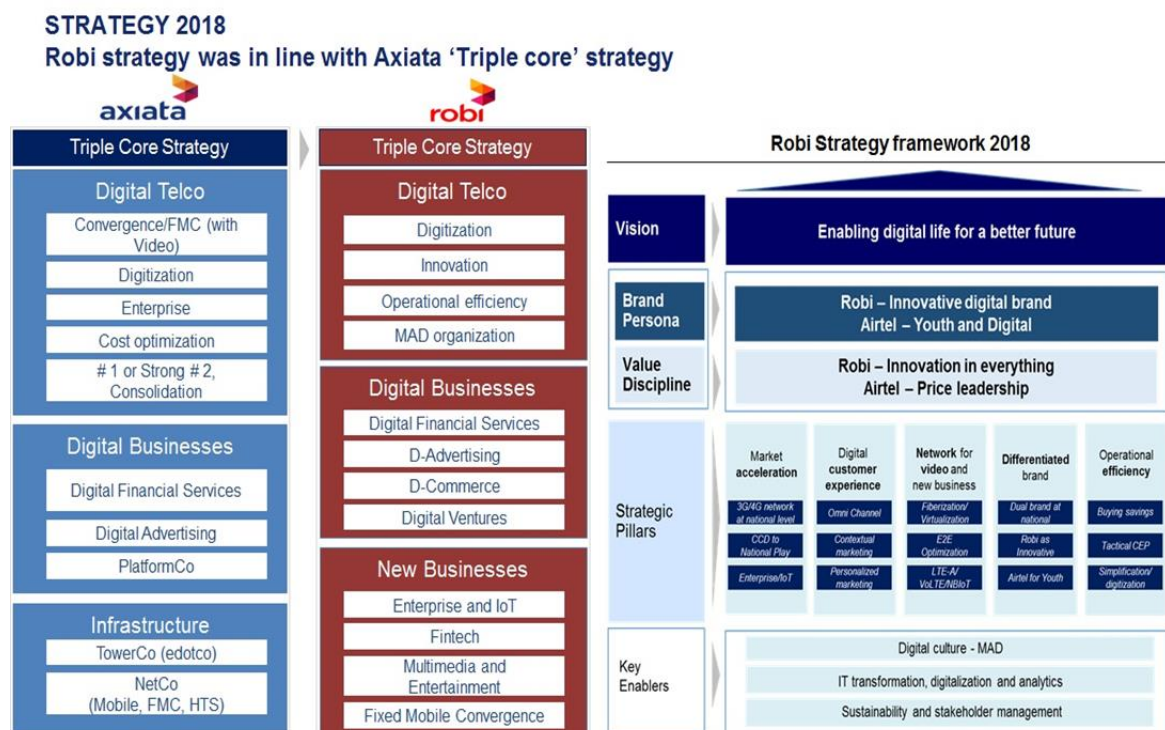


Figure 1.3: Flowing down the path for becoming a Digital TELCO 2020 at the OPCO stage i.e., Robi

Source: Axiata Triple Core Strategy Outline for OPCOs.

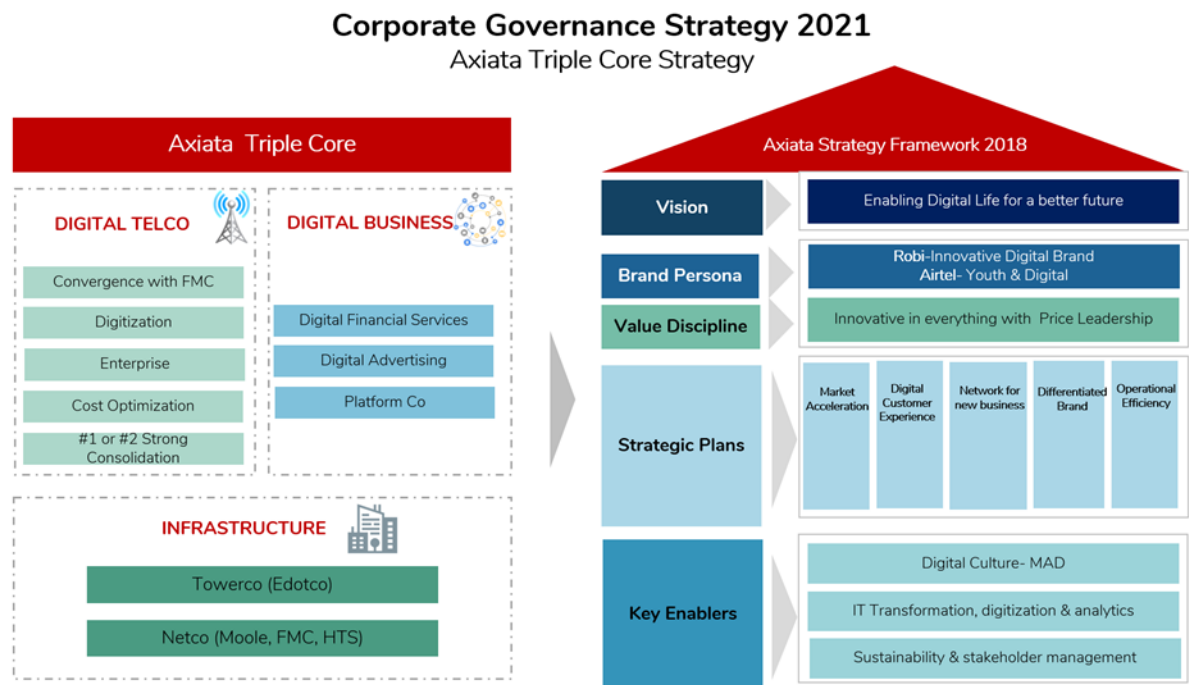


Figure 1.4: Scaffolding for Digital Customs for Axiata with Corporate Control as Facilitator

Source: Axiata Strategy Framework 2018

In the Figure 1.4, above, the important catalysts for achieving a “MAD culture” is presented here. MAD is an abbreviation for “Modern, Agile and Digital”.

According to the elaborate critical explanation of the research problem and objectives of the exigent territorial components depicted in the triple core strategy and the research questions, a massive improvement is required to solve the problems of productivity of staff and cultural conversion. A thorough examination of the theoretical framework shall be performed in the research to enhance productivity and enrich staff profile for activating and executing the important catalysts for modification of Axiata.

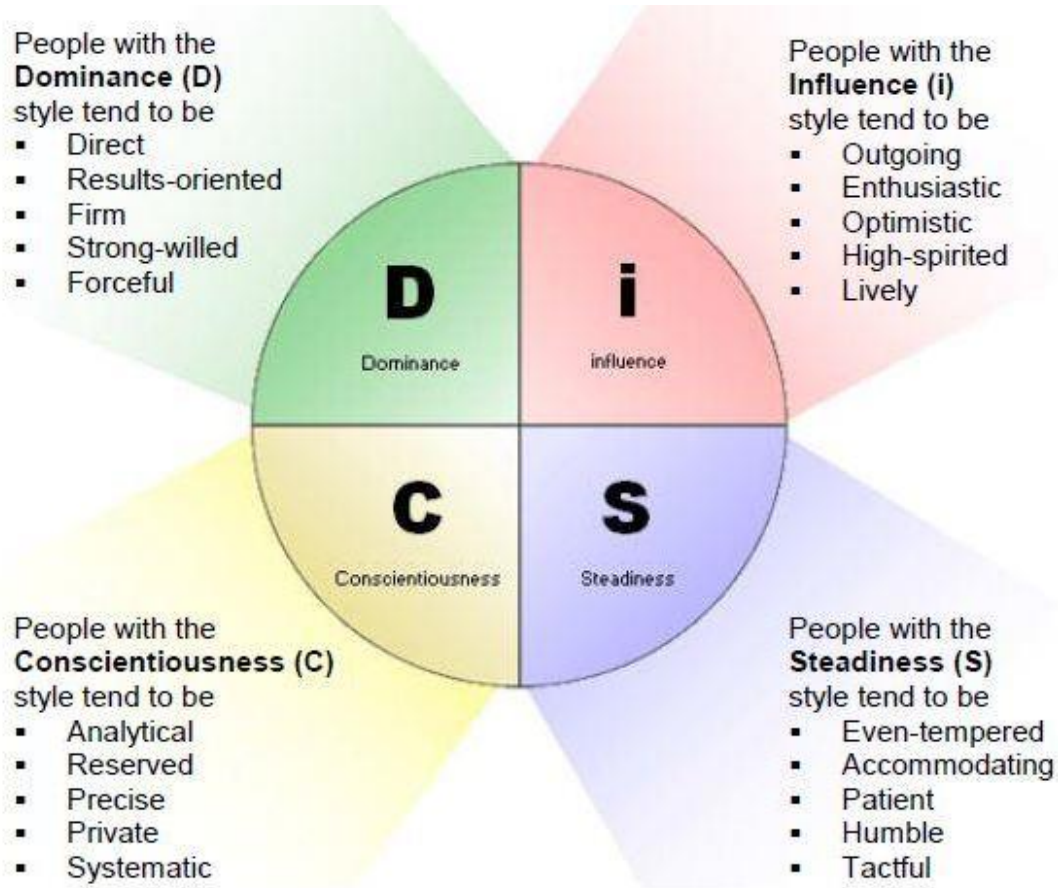


Figure 1.5: DISC Matrix of Axiata Sdn Bhd

Source: DISC matrix for personal assessment of Axiata Sdn Bhd

As per the framework described in Figure 1.5 on the employee profile assurance, as apparent in assuring value for owners by solving the holes in value, the most significant action after formulating strategy is readiness of the organisation. The most difficult fact for Axiata is that to obtain its goal of leading Asia, the support of its staff who have become legacy is of paramount importance. The present staff have been profiled employing the “DISC Matrix” depicted in Figure 1.5. Here it is to be seen that all employees are to be profiled into 4 behaviors and to be placed based on the dominance of the behavior, this is the scientific way of employee distribution followed by the required talent management, training and development. this thesis will introduce the series of initiatives which shall address to the HR transformation only and will mitigate the gaps through the solution of this research problem.

It is positive that the problem has been realized and the process for conversion coupled with innovation following a new plan with three cores to achieve long-term growth in business and income has been initiated. The thesis provides the necessary guideline for growth with required steps, SMART KPIs (Specific, Measurable, Accurate, Reasonable and Time Bound) and relevant conceptual frameworks to create value for the business. It is critical to on board relevant resources under the new normal circumstances as well as the enrichment of employee profile through transformational journey and certain initiatives for the organisation to be successful on this surmounting of serious obstacle. It is imperative for Axiata to ensure undergo a massive organisational transformation with the employee profile enrichment and leadership agility.

It is pivotal on the assurance of the Employee Productivity to mitigate the gap of employee profile enrichment to ensure organisational transformation to implement strategic initiatives. Under present conditions, it is imperative for Axiata to execute the steps suggested by the custom-made conceptual model, strategy and the guideline for execution of addressing the gap assuring the employee profile enrichment in order to address the concerns of rolling out the strategic intents as well as value management. The relation with investors of Axiata Sdn Bhd will be effectively improved by following the suggested measures for creating value for its business ventures.

1.3 Problem Statement

While the ever expansion of business and the innovation factors of digital service assurance, it is pivotal for any Telecommunication operators that runs with the avid competition of OTT players like Facebook, WhatsApp, Google, Amazon and so on to offer service that will not only bring the acquisition of new customers but also ensure loyalty. Axiata has the vision to become the leader in Asia with their tagline Advancing Asia where they have a mix of matured market like Malaysia and developing market like Nepal where the subscriber acquisition is still greenfield whereas the developed market like Malaysia where the subscriber base is already more than 100% of the population. Also, after the

invasion of OTT most of the calls are via WhatsApp, viber and so on that is making the only two sources of revenue coming down which is voice and data. In addition, since the revenue chunk of core business which is voice and data and Axiata being a GLC with investment capability can strategize the finding towards new business mainly digital service it decided to try out of new business-like start ups and digital services investment that can become big conglomerate like Uber and the return of investment could be enormous. Network is the most important core asset for any TELCO where the towers, infrastructure, passive and active equipment are the core assets for business. The Towerco generally work for the infrastructure assurance for the Telecommunications and other digital service providers. Since Khazanah has the investment affordability and the EBIDTA of the business is great, it was time for Axiata to get into the TowerCo business.

Now if it can be assessed the triple core strategy as per the Figure 1.1 of this thesis, it can be observed that from single core of Telco 1.0 which were only offering the core voice and data business, the business is expanded into three cores, the first one is Telco 3.0 where 7 operators in 7 countries to be managed as the new generation TELCO, another core called “New businesses” is formed where Mcommerce, Fcommerce services like Boost Malaysia is launched and third core introduced is Infrastructure and Platforms as a business where venture like e.co is formed to take care off not only the 7 telco providers but also to serve its competition such as Maxis in Malaysia so Celcom being a competition, Axiata not only gets benefit over the competition but also revenue stream from Maxis through infrastructure sharing from Celcom.

After the transformation drive of Axiata from single core to triple core, it is a matter of research phenomenon of discussing observable symptoms or manifestations of the issue, including the interrelationship of all relevant variables and their significance in addressing the identified problem. As per the manifestation of the issue for this transformation, the first problem is the profile of current employee base, since the core telco is transforming from data and voice to digital service where the current employee base can transform themselves into the required skill set, it is to be analysed that even through training and development whether the employee skill set to be developed or the employee to be given a golden handshake, as an example, big data analytics is an integral part of business of

TELCO which can not be trained to an existing base rather a new fresh blood to the company has to be hired. So this is a problem statement for Axiata whether the right human capital exist for the proper implementation of this transformation not only for Telco 3.0 but also for New Businesses and Infrastructure and platform as a business. For the new business ventures, it is even more complicated, apart from the finance, accounts of the TELCO, the business has to be run by a tech venture specialist where leadership plays a pivotal role. Also, the operational efficiency is very important, the internal and external SLA for customer centricity around new business is the key to success. As an example, BIMA is the micro insurance venture of new business of Axiata, the customer on boarding to the claim settlement of this venture has to be digitalised, automated and transparent which is a problem statement of Axiata triple core strategy. So problem may lie with the conventional process of Axiata on the internal and external SLA followed by the right leadership to lead the business. For the operational efficiency which has to be a vital independent variable to solve the problem is a significant research phenomenon that comes a symptom of this research problem, needless to say this operational efficiency will not only ensures human capital utilisation but also the capability of the leader to ensure to lead the team to the right direction. Most of the transformation fails because of the proper internal and external communications. Even if a GLC like Axiata never has any anticipation to downsize the team, the fear of downsize and possible losing of job not only generates demotivation but also concerns over lack of productivity because of this sense of uncertainty and lack of communication. So if the research problem statement is mentioned over the organisational transformation, the independent variables of the assurance of right talent development program, operational efficiency, leadership charisma of not only the addressing the process automation and goal setting, the effective internal and external communication are the problems to be addressed in this thesis with the correlations of all of these four problems under independent variables naming Human Capital, Operational efficiency, leadership on innovation factors and communication effectiveness to be crafted as the research framework of this thesis in addressing these problems.

Now on this mitigation of problem, it is important to identify the gaps comparing the previous studies made on organisational transformation, first and foremost the problem lies

with the legacy strategy and TELCO mindset which is conventional to achieve this triple core strategy as a company, as per the industry benchmark to be a digital TELCO this study shall aim to mitigate the gap to transform Axiata as the best digital TELCO, second gap on the external environmental factor is the reputation being a government GLC, a conventional brand and the communication strategy where the gap must be fulfilled with not only the much needed implementation of operational efficiency but also leadership to introduce innovation with effective internal as well as the external communication. Third gap is the formable lack of customer centricity with the customer at the center mindset while the new service offering to fulfill customer need over the traditional TELCO service it is vital to ensure improving customer care channels, faster time to market and innovation exercise. With the implementation of theoretical understanding of the academic models such as step method by Kotter, Beckhard Harris formula, Giz communication model, Gerald Bushe model and practical understanding on new generation strategic initiatives such as the blue ocean strategy with the conceptual framework from this thesis, these gap mitigation tactics are ensured with the practical understanding.

So in conclusion, the implementation of Axiata Sdn Bhd's triple core strategy poses significant challenges in terms of human resource restructuring, operational efficiency enhancements, internal and external communication strategies, and leadership development. This study aims to analyse the impact of these transformation initiatives on the organization's performance and employee engagement, exploring the potential barriers, risks, and opportunities associated with the transition process. In light of the discussions on the status quo and exhaustive facts of Axiata Sdn Bhd, the issue lies primarily on the foundation stone of the transformation from single to the triple core, where organisational readiness is the key first milestone. In other words, the question is whether or not Axiata Sdn Bhd is ready to make the transition as an organisation with a complex ecosystem of triple core running operations in multiple countries with multiple culture. In order to solve the problem of the existing employee profile being enriched, it is essential to ensure that the factors of ensuring employee productivity are addressed. Evaluating the status quo of Axiata's human resources to determine how ready they are to adapt to the transformation towards triple core is necessary in order to guarantee the successful organisational transformation for Axiata. In addition, the plan for talent management, attrition, training

and development, and other aspects of employee profile enrichment are all part of the training and development program that is being implemented by Human Resources in order to ensure that the relevant quality assurance is being met by the staff members. This allows for the utmost evaluation of each individual with regard to their capacity and capability of willingly adapting to the transformation.

1.4 Research Objectives

The primary objective of this study is to gain an understanding of the factors that can lead to the desired level of productivity. This will be accomplished by plugging any gaps that have been identified in productivity and by enhancing the staff profile in order to bring about organisational change at Axiata Sdn Bhd.

According to the strategic intents that are illustrated on the triple core strategy in Figure 1.1, which can be found below, the following are the major loopholes that have been identified in the initiatives that have been taken as per Table 1.1:

Objective 1: To explore the relationship between human capital and organisational transformation.

Objective 2: To explore the relationship between operational efficiency and organisational transformation.

Objective 3: To explore the relationship between leadership for innovation factor and organisational transformation.

Objective 4: To explore the relationship between communication effectiveness and organisational transformation.

1.5 Research Questions

Based on the objectives derived from the thesis and the problem statement identified, the scope is comprised of three main components, including comprehending the productivity of the staff, diagnosing the holes, and filling the hole by mitigating the lack of skill and establishing proper communication for achieving desired modification as explained in the previous section of the thesis, In accordance with the problem statement and research objectives based on the needle moving initiatives for the transformational conversion

tactics of Axiata Sdn Bhd (Kibria, 2011), the questions devised for the primary research are listed below:

Moreover, it is important and critical to address below problems in lieu of the research objectives:

Q1: Is there any relationship between human capital and organisational transformation?

Q2: Is there any relationship between operational efficiency and organisational transformation?

Q3: Is there any relationship between leadership for innovation factor and organisational transformation?

Q4: Is there any relationship between communication effectiveness and organisational transformation?

As expected, the answers to the questions shall be crucial in ensuring that required insights are generated about elements that regulate and influence performance and modification and shall be instrumental in applying the abstract model and filling the holes diagnosed. Furthermore, the Research framework is governed based on these questions.

1.6 Scope of the study

The modern business climate is becoming increasingly competitive and dynamic, necessitating the need for organisations to be flexible and adaptive in order to survive and flourish. Taking steps to guarantee that one's personnel is highly productive is one of the most significant things a company can do to help it achieve this goal. Yet, many firms face the same challenge: a gap between the enrichment of people profiles and the transformation of organisational structures. The goal of this study is to analyse the components that contribute to employee productivity in order to close the gap in employee profile enrichment and ensure organisational transformation in order to find a solution to this problem.

The scope of this study includes a comprehensive review of prior research on employee productivity, employee profile enrichment, and organisational transformation. As part of the study, the components that influence employee productivity will be examined, and the

methods in which these features might be used to create organisational transformation will be studied. The following themes will be the key term definitions of the study:

1.6.1 Employee Productivity

According to Mathis and John (2003), productivity is a measurement that considers the cost of resources used as well as the quantity and quality of work done. The higher an organisation's production, the larger its competitive advantage. This is owing to the fact that the resources that were used were used effectively. According to McNamara (2005), outcomes are generally the definitive and specific outputs that are expected from the employee. They can be measured in terms of monetary successes or the impact they had on society; hence, their results can be defined in terms of cost, quality, quantity, or even time. Assessing productivity, according to McNamara (ibid), entails determining how long it takes an average worker to create a specific number of products or services. He also mentioned that this is the most effective technique to assess production. It might also relate to how much time a group of employees spends on certain duties such as production, travel, or idle time spent waiting for materials or replacing damaged equipment. Using this method, one may determine whether or not employees are spending an inordinate amount of time on aspects of their jobs other than production that are within the company's authority to manage.

Productivity among employees may be difficult to quantify, but it has a direct impact on a company's revenue. When hiring new personnel, a business proprietor should consider their potential for productivity. During the initial job interview, an employer may get a decent sense of a candidate's talents. Nevertheless, there are a number of aspects of a job that, when combined, could assist an employee maximise their time there (Lake, 2007).

According to Brady (2008), it is conceivable that none of the organisational resources utilised for productivity are subjected to the same level of scrutiny as human resources. A significant portion of the HR System's operations are designed to influence individual or organisational productivity. Pay, assessment systems, training, selection, job design, and compensation are just some of the HR responsibilities that have a direct impact on productivity. In addition, Bernardin (2007) asserts that reducing labour costs and boosting

productivity through the establishment of clearer connections between pay and performance are regarded as essential elements of human resource management (HRM) in order to obtain a competitive advantage. This is because, according to Bernardin (2007), these two factors are required to attain competitive advantage. In addition, increased concerns regarding productivity and customer satisfaction have rekindled interest in strategies designed to incentivize employees to be more focused on meeting (or exceeding) client expectations and increasing productivity. This fascination has been prompted by an increased emphasis on productivity and consumer satisfaction.

1.6.2 Organisational Transformation

The goal of this research is to look at the concept of organisational transformation and see if it is feasible to achieve this shift through higher employee productivity. This will require doing research on the role that employee productivity plays in encouraging innovation, improving organisational performance, and ensuring long-term sustainability.

In conclusion, an essential issue of research that has to be done is the study of the components contributing to employee productivity in order to close the gap of employee profile enrichment in order to ensure organisational transformation. This study has the potential to give useful insights to businesses interested in boosting their competitiveness and flexibility by exploring the factors that impact employee productivity and how these aspects may be utilized to achieve organisational change. Due of this study, businesses will have a better knowledge of the role that employee productivity plays in achieving organisational goals, as well as the capacity to develop successful strategies to enhance employee productivity and achieve long-term growth.

1.7 Significance of the study

This study is very important for companies who want to maintain their competitive edge in the current fast-paced business environment. The productivity of employees is an essential component in determining how well an organisation performs, and an organisation 's ability to maintain a high level of production is mostly contingent on the abilities, knowledge, and motivation of its workforce. This study aims to discover the characteristics that can boost employee productivity and narrow the gap between the skills

and knowledge required for the work and those possessed by employees. Additionally, this study aims to narrow the gap between the skills and knowledge required for the work and those possessed by employees.

One of the most significant benefits of the study is that it sheds light on the factors that can affect workers' productivity. The study covers a variety of topics, including but not limited to employee motivation, work satisfaction, employee engagement, training and development, and more. By gaining a grasp of these components, businesses can devise methods to raise the productivity of their employees and improve their overall performance. Employees are likely to be more motivated to work, resulting in higher levels of productivity, if, for example, job satisfaction and engagement are increased. In addition, by providing employees with opportunities for appropriate training and development, employers make it possible for workers to acquire the knowledge and expertise essential to do their jobs, increasing overall productivity effectively.

A significant benefit of the study is that it assists in bridging the gap between the knowledge and abilities required for the job and those already possessed by the staff members. In today's fast-shifting economic environment, companies need to be able to quickly adjust their operations in response to new possibilities and difficulties. Because of this, it is necessary to hire staff members who are equipped with the relevant knowledge and abilities to carry out their responsibilities efficiently. Regrettably, many businesses struggle to find individuals who possess the requisite skill set, which results in a skills gap between those required for the work and those possessed by employees. The skills gap can be a significant barrier to business success. The report identifies potential solutions that could be utilized to reduce this gap, such as providing relevant training and development opportunities, hiring individuals who already possess the necessary skills and knowledge, and providing incentives to employees to encourage them to acquire new abilities.

In conclusion, this study is essential for businesses that are working hard to maintain their competitive edge in the current fast-paced business environment. The study provides insights into strategies that can be used to boost organisational performance by identifying the characteristics that can increase employee productivity and narrow the gap between the

abilities required for the work and those possessed by employees. Additionally, the study identifies the characteristics that can increase the gap between the abilities required for the work and those possessed by employees. In addition, by highlighting the role of personnel profile enrichment in ensuring organisational change, the study provides a road map for businesses that are attempting to reform themselves while also preserving their ability to be competitive in the long run.

1.8 Organisation of the study

The present thesis is divided into five chapters, each of which is organised similarly to the techniques used to arrive at the study findings. The introduction is the first section of the article, and it provides a summary of the study's significance, research questions, and purpose. It will be studies on employee productivity, employee profile enrichment, and organisational transformation in the second section, which is a review of the relevant literature. The methodology of the study, including the processes for data collection and analysis, is detailed in the third section of the paper. The study's findings are reported in the fourth part of the report. This section identifies crucial aspects that contribute to employee productivity as well as the extent to which the employee profile enrichment gap exists. Chapter five provides a detailed review of the outcomes and discoveries achieved throughout the course of the investigation. As a consequence, the data analysis findings were employed in this chapter, and they were connected to the propositions that were defined for this research. Finally, a summary of the study's major findings is offered, with a focus on the implications of those findings for organisational transformation.

Chapter 2

2 Literature Review

2.1 Review of the Literature

This section includes an analysis of the dominant ideas and writings on the topic, existing models and frameworks on the subject of organisational transformation, and an overview of hypothetical issues used to sketch a theoretical guideline for the modification of Axiata's operations in order to mitigate the current gaps in employee profile enrichment and ensure the necessary organisational transformation. This part will provide the relevant theory and literature review in order to address organisational transformation and cultural change. The preceding chapter addressed nearly all the important background information and laid the groundwork for the case study. Complementary theories to the study are included below.

2.2 Overview of Organisational Transformation

When a company undergoes organisational transformation, it undergoes a fundamental shift, which implies it moves on from its previous condition. al transformation is seen as an effective answer to an unstable and changing business environment (Rothwell, Stavros and Sullivan, 2016; Labusch, Winter and Uhl, 2012). The organisational transformation as a demanding undertaking, which is seen as a second order strategy in altering a company to handle the current challenges as well as to overcome the obstacles by giving prominence in applying the needed change to give prominence in applying the required change (Bartunek and Louis, 1988). In a similar vein, organisational transformation is defined as a multi-dimensional, qualitative, discontinuous, and dramatic change that ultimately results in a shift in paradigm (Tonder, 2014).

Change in an organisation is an essential component of its life cycle; at this stage, the expansion and continued viability of a business are dependent on the implementation of change and transformation projects. According to Burke (2014), the incidence of change in an organisation is almost always slow and unplanned.

Yet, planned organisational change is not something that happens on a daily basis; rather, it is a large-scale change program that has effects for the whole organisation. Each level of

an organisation is capable of experiencing organisational change, with the possibility that a planned change project will lead to an organisational transformation level (Rothwell, Stavros and Sullivan, 2016; Burke, 2008). As a result, a transformation program for an organisation could contain numerous planned change activities at various levels of the organisation.

The majority of organisational transformation initiatives start out as business transformations or as hybrids of business and IT transformations. These kinds of transformation projects have a greater emphasis on enhancing agility, which helps a company to adapt rapidly to shifting conditions, therefore boosting income while simultaneously cutting expenses. Nonetheless, the reengineering of processes and the facilitation of development based on technological advancement are major ultimate aims of often occurring transformation initiatives, but they are assigned a low priority. In addition, risk reduction and business networking are factors that are considered by some organisational transformation programs. However, the frequency of such transformation programs in the industry is relatively low, and initiating a transformation program by using those factors as a foundational rationale is not given a high priority (Labusch, et al., 2012). The organisational transformation is primarily focused on high-level outcomes, such as improving operating models, aligning to the organisational roadmap, business optimization, long-term financial survival, behavioral change of employees, as well as developing processes and platforms with standardization (Tonder, 2004). According to Burke and Litwin (1992), organisational transformation leads to the manipulation of organisational factors such as the structure of the organisation, its culture, its leadership, and its strategy, among other things.

It's possible that a shift in the organisation's purpose, which encompasses both its goal and its vision, might provide the impetus for the organisation's transformation (Porras and Silvers, 1991). The transformation of the corporation calls for changes to a great deal of aspects, including the organisational structure, processes, and systems, fundamental beliefs, modes of communication, levels of authority and status, networks, and workflows, as well as the hiring of new employees (Dunphy and Stace, 1993). Nonetheless, as a result of the proliferation of transformational models in the recent past, the transformation of an

organisation may be brought about by the modification of one or more of its factors (Tonder, 2004).

When it comes to the success or failure of a transformation program, key enablers of a transformation program include support from top management, enhancement of stakeholder management, and distribution of clear responsibilities among the organisation. On the other hand, driving a transformation program is hindered by limited resources, resistance to change, and organisational obstacles (Mosadeghrad and Ansarian, 2014; Labusch, et al., 2012).

2.3 Step Method by Kotter to bring about alteration in the organisation

As per Figure 2.1, the value of Kotter's method lies within the clearly defined steps, its apparent distinction, and the fact that it can be changed to fit different situations.

However, the specifics of the outline are inadequate in terms of the specific usage and the paths for usage (Kotter and Cohen, 2002)



Figure 2.1: Organisational Vicissitude utilizing Kotter's 8 Initiative Framework

Source: Kotter's 8 step process for driving modification within Organisation

As per the Research Framework of this thesis refer to Figure 3.1, the independent variable Human Capital lies with the implementation of Kotter's model to derive the current

demography and required transformation for the human resource. Axiata is facing challenges as a result of external events, alterations in competitive dynamics, and certain limitations in its own capabilities. The transformation phase is the one that it must enter as soon as feasible. According to Kotter's philosophy, it is critical to increase the passion and dedication of people in positions of leadership.

According to Figure 2.1 on this page of the article, Kotter's framework has such a flexible and unified architecture with separate processes that it can be modified to any circumstance in which an organisation may be functioning. Yet, the model's use is limited by the lack of explicit instructions on how to implement the framework, as well as the rigorous prerequisites (Kotter and Cohen, 2002). Axiata's primary competencies are not yet matched with their ability to execute, which causes a hurdle. There is a mismatch between how well Axiata understands its rivals' and the external eco system on the one hand, and how rapidly these components change on the other. Conversions must be adjusted in order to provide rapid solutions to the pressing situation at hand. As an example, the long tail method, via which the organisation would commence action in the near term, is lacking from the thesis's latter portion. Despite the fact that the model has eight processes. It is expected that the model representing the current condition provided in the latter section of the study will serve as a catalyst for quick change that can be modified to develop an important collective. This model is offered in the form of a conceptual model. Regardless of this, Kotter's method successfully calls attention to the importance of management involvement on this front.

2.4 Five Concepts of Alteration set in Appreciative Investigation prepared by Gervase R. Bushe

The depiction provided in Figure 2.2 have been followed for consolidating the objective of assortment for the current assignment.

The necessities for the process are included in this as incorporated in the process provided below, which requires careful inspection in the bounds of the specific administrative scenario and demands a strict execution with little room to convert or alter on the basis of the intrinsic condition of the organisation and its type of business.

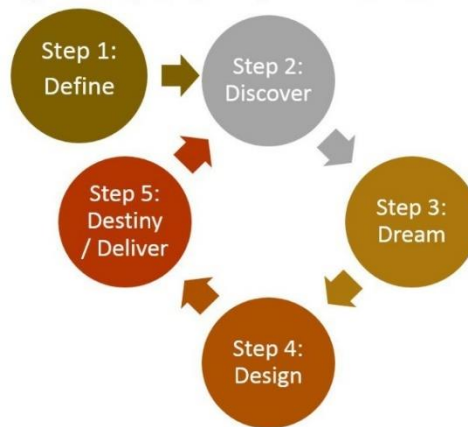


Figure 2.2: Five Hypothesis of Modification Ingrained in Supportive Inspection by Gervase R. Bushe

Source: Gervase R. Bushe Five theories of change embedded in appreciative inquiry

The model provides a new approach to modifying culture with the start of DISC Matrix as per Figure 1.5 of an organisation that induces a few important ground-breaking modifications in Axiata and the recommended strategy is likely to be successful for the organisation. In the light of the alignment with the research framework of this thesis, this model plays a pivotal role to add dimension towards the independent variable on operational efficiency as per the research framework proposed in Figure 3.1. With the process of Define to Deliver, it is imperative to consider operational excellence to be the factor of employee productivity and organisational transformation.

However, the model has some gap identification based on the arguments as below:

ILAC Brief 6

In case of Define: Framing the intervention where the problem statement lies over poor coordination among the colleagues, internal and external stakeholders to duplication and/or gaps in service provision. Most of the time, the definition scope is compromised and inaccurate during the implementation of the project.

In case of Discovery in the process which is the Desired state effective coordination leverages each partner's capabilities while enabling synergies across all partners to achieve shared goals, the gap is lack of the prescribed format of what is good and what

has worked? What has not worked and most of the cases the organisation lacks the archive of learnings and failures.

About dreaming the reparation of what is it going to be are the core ideas/inquiry topics to pursue: leveraging the best features of a networked system. The gap lies about articulating the scope and the elements of objective towards success and achieving the goals.

On the designing of Problem statement: considerable conflict occurs among team members, and no one feels valued for his/her contribution. The gap and conflicts arise to identify which idea to take and which idea to leave.

Lastly on the density of the Desired state: there is a strong sense of shared purpose among team members and members actively support each other's work and celebrate one another's successes of how to make it successful where it has to be based on the core ideas/inquiry topics to pursue: a compelling and unifying purpose, team performance, mutual support.

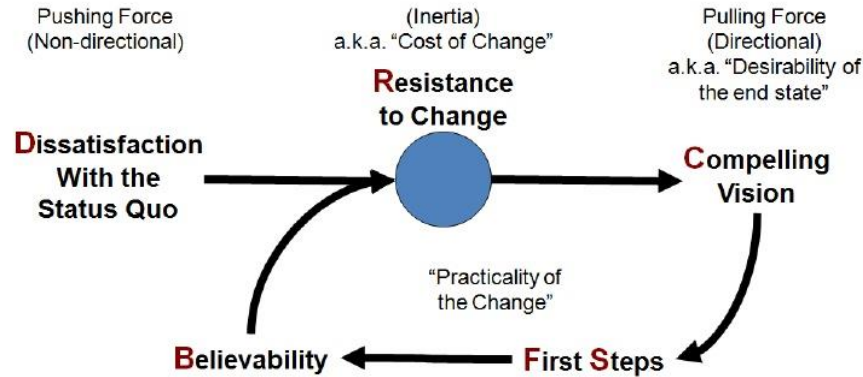
2.5 The Framework for Modification by Beckhard- Harris ($D \cdot V \cdot F > R$)

Building fresh components and capacities among Axiata personnel will aid in suppressing the resistance they feel to change, in line with the scenario and parameters indicated in part 1 of the text and in accordance with the equations given previously. The variables of the equation delineate: employee unhappiness with current difficulties, as stated by D; a strong perception of future change; the beginning or preparation stages that demand reason; and how viable the phases for making good changes are (Beckhard, 1975).

According to the model depicted in Figure 2.3, based on the modifications retrieved from the preceding work, coherently creating the knowledge for adjusting the components among the essential characteristics of "Value, Strategy, and Leadership";

TOOLS: BECKHARD CHANGE FORMULA

$$D \times V \times FS \times B > R$$



Source: Latham, J. (2011). Causal diagram of Beckhard's Change formula. Retrieved at time of writing from <http://drjohnlatham.com/Beckhard.html>. Used with permission.

www.opmm.com

(Beckhard & Harris, 1987)

Figure 2.3: Beckhard Modification Blueprint

Source: *Strategies for large system change*. *Sloan Management Review*, 16(2), 43-55.

To determine the gap investigation, a basic GANTT chart must be created. The management of modification must be carried out in accordance with the provided framework as Gant chart in the latter portion of this thesis. The conceptual framework is also articulated and constructed for the goal of this research, which is explicitly detailed in the thesis's latter portion.

According to the paper, if the aforementioned approach is accepted in the current scenario, the combination of organisational variables and the capacity of Axiata's employees will aid in the process of resolving disputes that may develop in certain scenarios. A sense of discontent is intertwined with the method's variables (through Variable D); the rigid notion of change for what is to come; the initial activities to be accomplished for resolution; the practicality of tasks intertwined to create meaningful and productive modification (Beckhard, 1975).

From the above demonstration, a number of modifications may be determined. To discover the essential modifications for the three facets of Value, Strategy, and Management, a preliminary approach should be used. Based on the gap analysis, several tentative GANNT charts are constructed to schedule activities for both the short and long term in line with the GANNT chart in the later portion of this thesis based on 1) transformational modification and b) transactional modification.

In order to ensure this model, the effective leadership plays a vital role. As per the research framework of this thesis refer to Figure 3.1, Leadership for innovation factor comes as a vital independent variable of the research framework to ensure the outcome of organisational transformation. Usage of Beckhard Harris will be instrumental through a proper leadership to implement this effectively and efficiently to ensure organisational transformation.

It may be argued that the Beckhard Harris model's major flaw focuses around gaining effective eyesight, without which the entire exercise falls flat on its face. A vision should be simple and idealistic, a picture of a desirable future, rather than a complicated plan with quantifiable targets and action stages in detail. That is, the vision must appeal to the values, hopes, and goals of organisational members as well as those stakeholders whose support is required. The vision should emphasize long-term ideological goals rather than immediate practical rewards. The vision should be hard but achievable. It should not be a wishful dream, but rather an achievable future regarding what is important for the organisation, how it should be tied to the environment, and how people should be treated, in order to be relevant and believable.

2.6 The Intentional Approach of Alteration by Kurt Lewin

There is a lot of criticism by scholars of managing alteration on the paradigm on regulating alteration in professional environments by Kurt Lewin that is presented below as Figure 2.4

Kurt Lewin Change Model



Figure 2.4: Kurt Lewin Modification Mode

Source: Lewin, K. (1947). Group decision and social change. Readings in social psychology, 3(1), 197-211.

Here Kurt Lewin Change model is pivotal due to its assumption of facts and inability to be applied for small-scale ventures and its assertions that it contains the ability to execute to reach absolute excellence in administering alteration. The extended conditions that were required for implementing the exhibitions that address the ignorance of the managers in the command structure of the organisation and assumed professional contexts are freed from impediments (Lewin, 2013). Consistent with the objective of Celcom, the Lewin exhibition in this scenario is evaluated in a high-low method rather than an unbiased reversed tactic, which means it is propelled by the management of the business (Burnes, 2004). The integration and involvement of employees of the organisation in initiating alteration and participating in the process of making decisions is significantly limited by this framework.

Now if it is aligned with the proposed research framework as per Figure 3.1 of this thesis, again the leadership for innovation factor and effective communication comes into the dimension for the research outcome. Kurt Lewin model works with the effective communication internal and external along with the leadership for innovation who will actually set the tones and the most effective modes of communication. Kurt Lewin's monumental work has been part and parcel as the change management process in various organisation and Axiata will not be an exception to adopt. Axiata is following the Lewin's

approach towards change management included three step model for this purpose. As per the model, there will be certain primary elements for the purpose of carrying the changes related provisions, through various steps such as the inclusion of Field theory, the study of group dynamics in the organisation, subscribing to the action research model and overall 3 step model incorporating these measures made for the purpose. The model consists of three primary steps commonly understood through the phrase Unfreeze- Change-refreeze. The major disadvantage of the change management theory is the insecurity among employees. Employees tend to get worried about their performance when they hear about a new change. It creates a doubt in their mind whether they would be able to effectively perform their job or not.

Another major disadvantage is the refreezing stage. It requires a lot of time to freeze and settle down with the new changes. As the changes continue to take place in a challenging environment, the organisation may not have the time to get used to the modifications.

2.7 Management of Modification and Innovation Provided by GIZ

As per Figure 2.5, it is necessary to use specific implements used for dissecting and studying corporations for looking at the elements that affect corporate culture. The primary cause for requiring tests and evaluations that are so specific is the necessity to examine the properties inducing restrictiveness which can counter the procedure of altering an organisation. The alterations suggested by the theory do not address any division or corporation and can be fitted well for an individual who works for the corporation (Piderit, 2000).

In accordance with the gap investigation performed in later chapter, it is recommended a number alterations that were critical to solving the problems identified by the examination and a holistic plan to improve the situation and reach a desired result where the present gaps have been mitigated. A number of steps can be followed including: inducing novel procedures of innovation for the development of goods and services with precise time lines and a simpler administrative structure to facilitate the alteration, simple PO, endowing in

PR shall increase the simplicity of the time line for targets, which solves a problem that TELCOs often face traditionally with their ill-developed and negligible time lines.

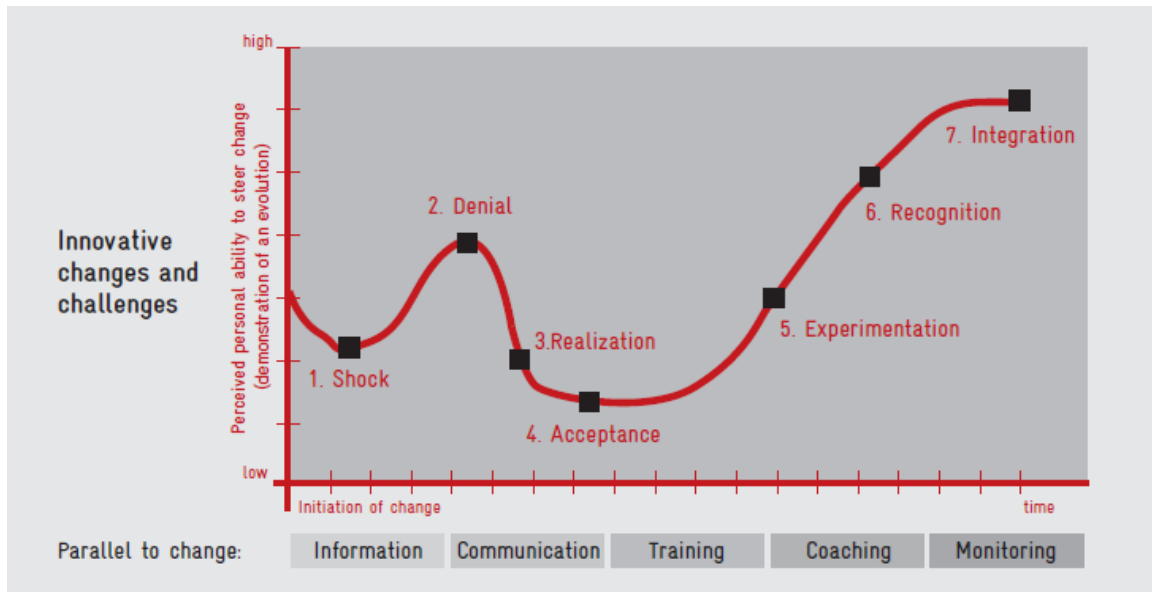


Figure 2.5: Organisational Modification Metamorphosis Framework

Source: *Managing Change and Innovation: A Challenge for Modern Organisation (Second revised edition ed., Rep.)*. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. Retrieved April 18, 2018

HR is going to introduce the following novel initiatives: Cloud Platform, Block Chain along with Crowd Sourcing. These will all contribute towards solving the identified issues.

So, for the communication effectiveness of the desired transformation as per the independent variable proposed from the Research Framework as per Figure 3.1 of this thesis. it is important to consider GIZ model to maneuver the communication mode and method based on the feedback from the employees and act upon the strategy for employee loyalty and performance towards the organisational transformation. The effective communication from the information dissemination to communication to the training, coaching and monitoring derives the alignment with the effective communication independent variable to result the dependent variable which is the organisational transformation. Hence the model outlined by GIZ is oriented for the sake of developing

an aptitude for Organisational learning and change in professional environments through various steps and measures. This includes measures for encouraging efficient communication, facilitating the handling of questions through an evolution of organisational culture and the need for the sake of the interrogation of certain parameters that would lead to an overhaul of organisational learning practices (Amoros and Tipplet, 2012).

2.8 The Pioneer of Future Prepared by Edgar H Schein

In this theory, Edgar H Schein incorporates practically every effective approach produced by notable scholars and focuses on providing assistance for management in implementing changes that are consistent with the current period. Insights are gained from the organisation in order to establish the techniques and forms that will be utilized to nurture leadership among any organisation 's workers, as well as the ways for making changes to current dominant leadership figures in order to fit the specific needs of an organisation . The theory gives a complete explanation of the many kinds of leadership and how different forms of leadership frequently assume the position of a Rationalist, a Teacher, or a Liberal (Schein, 2002). Thus, in addition to appointing a transformative pioneer such as Michael Kuehner, Celcom's board of directors used a variety of related papers to serve as guidelines and external trainers, which is extremely beneficial for a diverse organisation such as Celcom, which had been plagued by a sluggish authoritative structure. The method comprises adjustment phases such as transforming the traditional hierarchy-based management system into a management system where achievement is given top priority. To effectively implement the proposed models, it is necessary to know and identify the current situations and roots. The DISC model, shown in Figure 5, is one example. Additional components, such as doing psychological assessments as shown in Figure 2.25, analyzing employee competence, getting specialists on board, inspiring leadership, and so on, must be carried out. The viewpoint and atmosphere for change must be dynamic and motivating, and appropriate instruments for managing performance must be used to monitor the process. Different relationship dynamics, such as Digital Jam, may be

introduced to foster leadership and ensure it throughout the duration of the operation (Chong Jinn Xiung, 2017).

2.9 Evaluating of Present Philosophy, Skills and Capabilities for finishing the Task properly

Working with an organisation the size and complexity of Celcom is tough. Because of the increased competition, it is even more important to examine and modify the organisation's productivity metrics. For an organisation to succeed, its executives and management must be charismatic and creative. To make progress, the staff under consideration must have a thorough awareness of the humane side, including behavioral and psychological issues, in addition to subject and administrative knowledge and abilities. This expertise is required for creating an enthusiastic and energetic environment in the organisation where employees' demands are both recognized and satisfied, and productivity is increased as a consequence. Understanding employee motives is a difficult endeavor. While few employees are motivated by professional advancement and cash incentives, others may prefer personal benefits such as flexible work hours or extra vacation time. The digital systems, such as the HRIS, PCS, and PMS, allow employers to adapt to the particular requirements of their employees by gathering and synthesizing employee information, which is very hard to do manually. As a result, the action plan for dealing with the organisation's employees may be custom adapted to each person and increase production. Consequently, the box-grid approach may be used to discover and maximize the skills and quirks of personnel in order to increase productivity. This provides the organisation with an in-depth understanding and overview of the capabilities that the organisation and its employees possess, which can be used to plot the course of development for its employees, the course that the company wants to follow going forward, the actions that the organisation can perform, and understanding the organisation's limitations. Together with development and good management, a few crucial attributes must be nurtured in leaders and administrators.

Many qualitative psychological methods have been advocated for implementation in the organisation in order to reduce undesirable behavior and promote desired activities in order to increase efficiency. This applies not just to the interviewees, but also to the need to obtain a deeper understanding of the different components of the organisation 's environment and the multiple alternative solutions.

2.10 The rudimentary considerations and fundamental competencies necessary to complete such consultancy project for Axiata

Aside from a detailed description of conceptual frameworks to be illustrated in the later part of the thesis, the requirements of the thesis include articulating and discussing the skills developed and the lessons learned in the process of completing the task and this portion of the thesis is dedicated for capturing my reflection of the lessons and skills acquired during this project. The lesson also resulted in a high productivity, effective conversion, and liveness across the organisation with superior quantitative results formulated in real time.

The important skills were expanded significantly during this edifying voyage where there is a clear understanding of how scheduling and managing projects for transforming HR works and also steps that could ensure both superior qualitative and quantitative output by using structures to break down tasks. After the development of theoretical framework for this thesis, the process of the research also required the voyage for successfully identifying the holes or the main issues within the structure of the organisation from the analysis of its environment. It is to be decided on the goals to create a focus for the process of converting Axiata and from entire analysis, it is identified that the main point of focus had to be transforming Human Resource.

It is required to put into words in details the lessons and skills obtained from completing the models and reflection on the lessons and skills acquired in the process shall be captured exhaustively in later sections of the thesis. The process of creating the conceptual models were a long and difficult one full of challenges, however at the same time it was one that was fraught with numerous edifying experiences and a few epiphanies. The process also

derived results that were most productive for the organisation and perhaps more importantly were most necessary for the organisation.

The two areas that beg mentioning a second time are managing time and projects both in general sense and specifically for HR. While I had experience in both of the area, completing this task required me to push my limits and extend my skills to a new level and provided me with deep comprehension of both the micro and macro factors involved with the project. Designing steps for generating and formulating both qualitative and quantitative results was also quite enthralling and finally reaching desired outcomes was deeply satisfying. Using the theoretical models to generate practical results during the GAP examination and subsequently designing the solutions also bridged the gap between the theoretical and practical in my mind. Useful comprehension of how to design and implement metrics for measuring performance for settings were also developed. The thesis also provided an in-depth comprehension of the operations of a TELCO giant such as Axiata. The analysis and research of organisational culture built an understanding of the steps for improving HR are always case specific and depend on factors such as status quo of market and industry, existing workforce, and a few other properties.

2.11 Enhancement of Skill and Development necessary for growth and career progression of Individuals

The success of the process to achieve mutually beneficial objectives is contingent upon the degree of acquisition of required skills by the employees and managers of the organisation. The required skills include developing communication skills that can be applied in the reversed hierarchy of administration instead of only conventional one-on-one communication methods. To encourage and ensure communication from the bottom up effectively, implementing the HRIS system has been proposed which addresses the existing criticism and assists in developing a fitting methodical framework for communication and provides guideline for investment.

PCS and PMS models both also contribute heavily for developing key competencies such as managing time properly through the its effective planning and scheduling system. The

PMS provides insights to the management regarding specific employees and the management can then decide which skills in employees need to learn or further developed and where each employee should be assigned. The skills that are necessities for every employee of the organisation include: superior interpersonal aptitudes, capability to comprehend and follow instructions and so on. A more advanced ability that employees need to develop is to be able to develop new skills that are required of that employee in the future to perform his/her task better. The platform for analytics may provide further insights on assigning which tasks to an individual could cultivate the necessary skill for that employee. The degree of relevance and success of the modifications by a careful analysis of the nature and components of the alterations suggested, evaluating its rationale alongside the process of execution itself.

In summary, it can be concluded that the research paper contains value in recommending a number of key alterations for Axiata that is going to ensure its perpetual improvement and desired outcomes as discussed, contingent upon the proper execution of the detailed steps presented with the support of the employees and management and under the supervision of experts. Among the deliberated measures, it was observed and decided that the best results are generated from those initiatives in which employees also take part in the procedure of decision making and the results of which are beneficial for both the organisation and individual employees. The integration of analytics was recommended because it generates information and insights in real time that are valuable to the decision making and human resource management procedures of the company and facilitate the process of informed decision making and implementing the steps as described in the detailed plan for the development of the organisation.

2.12 Business Model Canvas

EVA comprises of three core ideas according to Merriam-Webster;

Economic concerns the economy of a region. It relates to economic activities such as manufacturing, selling and purchasing and uses monetary ideas (Merriam Webster, 2016).

Value indicates the utility or worth of a goods or service for sale at a specified price (Merriam Webster, 2016).

Added depicts an increase or enhancement to something that already exists.

Thus, the theoretical meaning of EVA is the utility or worth that a particular entity shall increase by purchasing, selling, or manufacturing some goods or service. This expression however is inadequate. A simple working definition of EVA is the net balance remaining after deducting all costs and opportunity cost of capital from revenue.

2.13 Six Capitals Model of Business

The following portion is in accordance with the theory of several resources taken from the International Integrated Thesis Council (IIRC) (17NB).

These theories acknowledge capitals that encompass economic, mass production, knowledge-based, and resource-related aspects. The many capitals possessed by an organisation contribute to its overall value and significance.

The IIRC journal adopted the capitals model in a manner that was contingent upon the circumstances, as seen in the prototype. The use of the term "capitals" instead of "resources and relations" to refer to various assets and communications is an emerging field of study.

Every company, by its actions, undergoes changes in its capital, whether it be through expansion or loss. Certain organisations exhibit a greater degree of reliance on capital compared to others, while some may demonstrate lower types of dependency that do not require a thesis.

The long-term sustainability of a firm is contingent upon the cost of and the level of accessibility to capital. This is particularly relevant for non-recyclable scarce resources, particularly in the context of capitals.

The utilisation of key performance indicators (KPIs) and other metrics has significance in the assessment of an organisation 's effective utilisation of its resources. Nevertheless, it is unfeasible to quantitatively measure every individual type of capital and its corresponding

movement throughout the organisation. The narrative of an organisation is sometimes a more effective means of capturing the essence of certain capitals, as opposed to relying solely on quantitative measures.

The portion of the asset model depicted in the diagram is not intended to serve as a comprehensive and all-encompassing instrument for Organising and categorising components of a composite thesis. Nevertheless, it is crucial to comprehend that the labelling and explanations employed by it are predominantly grounded upon comprehensive study. The refinement of the technique for explaining and labelling financial reports is widely acknowledged by experts in the field.

The existing approach to communication and reporting about capital primarily centres on the financial elements of capital, as well as their presentation in financial statements, accompanied by supplementary information and subjective communication provided by the business. It also contributes to the promotion of sustainability and offers additional means of communication in conjunction with conventional reporting methods.

A few topics are present to ensure future development. It provides real life examples of the KPIs commonly used and their limitations while accounting for different capitals and provides a figure on how the capitals model can be used in conjunction with traditional methods to improve quality of reporting and analysis. It also touches on the matter of how it is not possible to amalgamate all forms of capital without considering a mixture of capitals and proceedings, or monetizing capitals without labors.

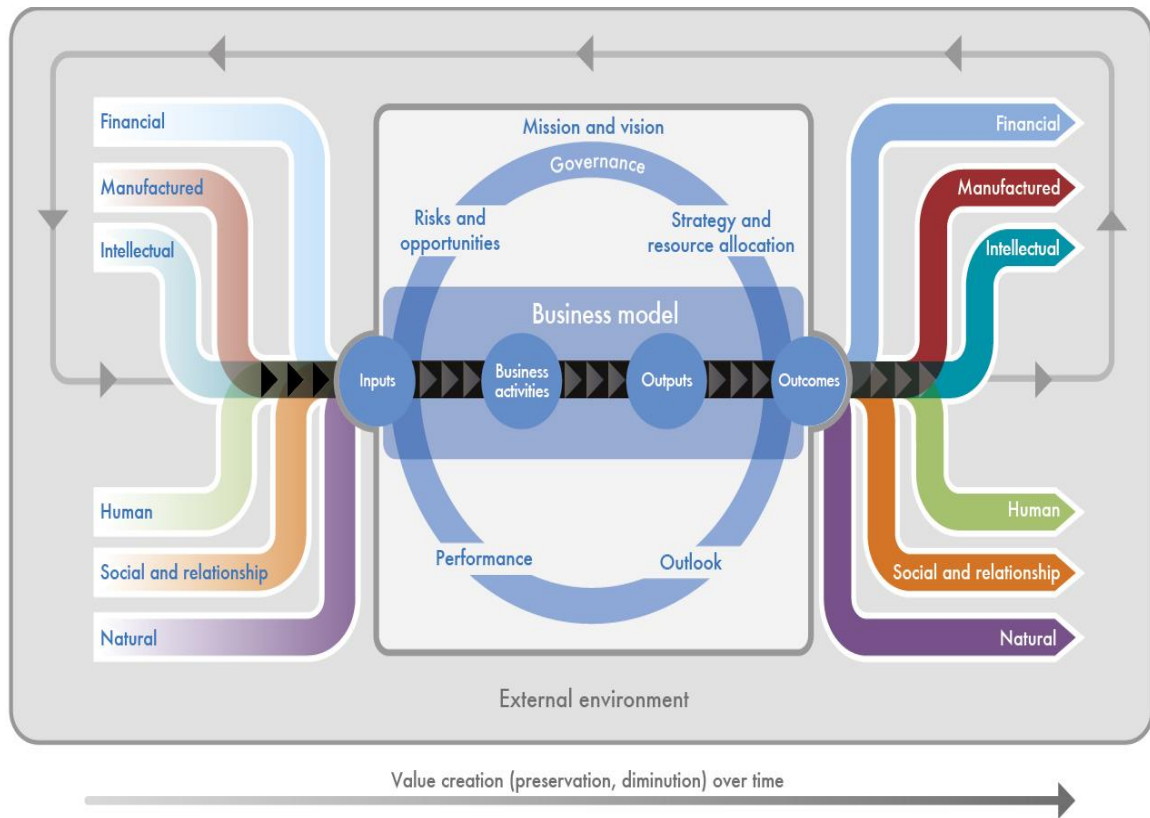


Figure 2.6: Six Capitals framework for Creating Value

Source: *Managing Change and Innovation: A Challenge for Modern Organisation* (Second revised edition ed., Rep.).

2.14 Delloite Model

Despite mass agreement on the importance of stakeholder value, it rarely affects daily operations. The provided map is intended to clarify the linkage between shareholder value and possible daily actions. While the map is not exhaustive, it provides a starting point and outlines the most important issues which the companies can find ways to address. The map for value for Axiata is presented in Appendix A.

2.15 Blue Ocean Strategy

The four actions recommended by the Blue Ocean Strategy include rising, deducting, lessening, and building (Kim and Mauborgne, 2015). As showed in Figure 2.7 below of

the document, Blue Ocean Strategy led to high level of results for the corporation, owners, partners, and the entire ecosystem.

As per the prescribed framework, the core service of TELCO like voice, data, VAS and so on are the primary target for the TELCO group. As per the triple core strategy coming up with the Newco and startup are the elements of the second group such as ADA, Xpand, APIgate and so on and lastly the B2B business of TOWERCO comes under the tertiary group where the significant upside of business is expected as per the illustration provided in Figure 2 of this thesis.

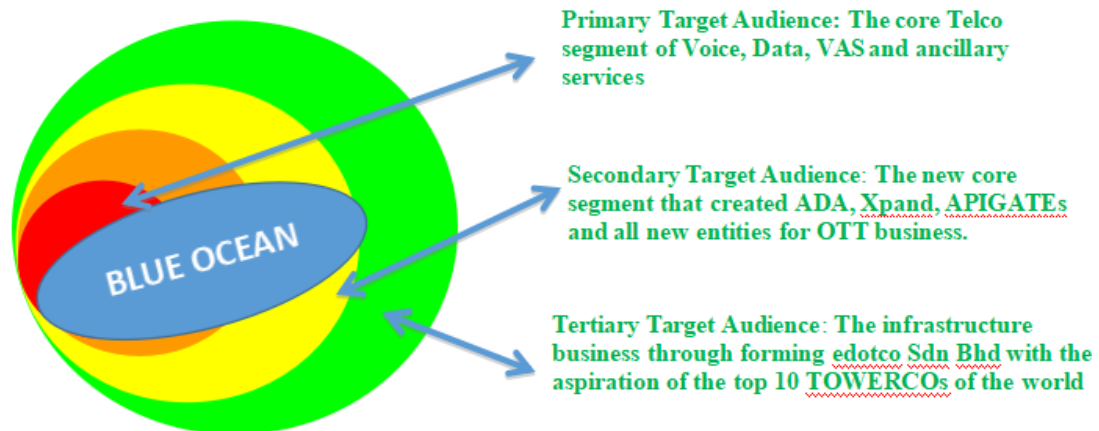


Figure 2.7: Blue Ocean Strategy for Axiata

Source: Dr. Chakrabarti, M. (2014). *BLUE OCEAN MARKETING STRATEGY (BOMS): AN OVERVIEW*. *Abhinav International Monthly Refereed Journal of Research in Management & Technology*, 3(6), 16.

Axiata has opportunities in a few markets in Asia where it doesn't face much competition or threat of replication and is very likely to make large profits.

2.16 Adapting to "Capital Structure"

Using an optimal capital structure is crucial to ensuring that the actions and plans of the company translate to profitable cash flow.

2.16.1 Definition of “Capital Structure”

Capital structure comprises of a mixture of debts both long and short term and equity both common and preferred. A company uses its capital structure to finance its expenses including the OPEX and CAPEX and to expand. The debt portion is formed as a combination of bank loans, bonds, notes, etc. while equity is comprised mainly of stocks and earnings that are retained. Near term debts in the form of working capital are also part of the structure of capital.

2.16.2 Meaning of “Capital Structure”

Capital structure can be defined as the combination of sources a firm uses to raise money.

Two factors of capital structure are presented below:

Securities issued usually include common, preferred and debentures. and

The proportion of equity in an organisation is determined by degree of gearing. Companies can be classified into two forms on this basis:

Highly Geared Businesses: These organisations have high proportion of debt and low proportion of equity.

Low-Geared Businesses: These organisation have high proportion of equity and low proportion of debt.

As Axiata is a highly geared corporation as depicted in the balance sheet, it needs to have a comprehensive structure for precise management of capital. Calculation of WACC has been shown.

2.16.3 Criticism of the Methodologies used for Valuation

EVA presents the idea of deducting all expenses in addition to cost incurred for capital from revenue to reach created shareholders' wealth. In this manner, EVA helps in enhancing results of the business instead of just focusing on ROI.

To protect investments of the owners in the long run, it is important for a company to make profit enough to at least meet the cost of capital. Failing to do so may discourage the shareholders from investing. Businesses usually do not carry excess capital than required and also do not make unnecessary optimistic investments on projects and products that are

unlikely to generate sufficient return, rather its objective is to increase the wealth of the shareholders (Girotra & Yadav, 2001).

The most distinct feature of EVA is how it accounts for the entire cost incurred for capital. This is what sets EVA apart from other more conventional measures as they can make money a number of companies that are earning money look good while in reality, they are destroying shareholders' wealth (Vasilescu & Popa, 2011, p. 3); "Ovidius" University Annals, Economic Sciences Series Volume XVII, Issue 1 /2017 170.

Franco Modigliani and Merton H. Miller expressed their concern on the similar issues of composition of capital structure of a company and their economic effect in "The Cost of Capital, Corporate Finance and Theory of Investment".

The significance of cost incurred for capital is high where a company uses its assets to acquire some unidentifiable goods. In this regard, a company can acquire capital by a number of methods including pure debt or equity financing, or a suitable mixture of both giving claims on the company's outputs and assets on a pro rata basis to the share and nature of their investment. This investigation provides the idea of economists of three specific types (1) The specialists who focus on how a company raises their finance and capital structure to protect and maximise value (2) The management level economists who focus on planning capital and (3) The specialists who focus on execution of plans on the broad and specific levels (Modigliani & Miller, 1958).

In accordance with reviews of 112 journals from 1998 to 2008 by Sharma and Kumar, they conclude that the research by Modigliani and Miller remains relevant and valid even today and the value of EVA for financial analysis and opinions of shareholders still persist as mentioned in the book "The cost of capital, corporation finance and the theory of investment",

2.16.4 Significance of Capital Structure

An organisation 's capital structure has the potential to have a significant impact on the factors that contribute to employee productivity, and it also has the potential to play an

important role in mitigating the gap between employee profiles and organisational needs in order to ensure transformation. The following is a list of some of the ways that capital structure might impact the productivity of employees:

The capital structure of an organisation is one factor that can play a role in determining the amount of financing that is available for the training and development of employees. If a company has a lot of debt, it is possible that it does not have the means to spend in staff enrichment programs. This can lead to a gap in employee profiles and a lack of change inside the company. On the other side, if a company has a lot of equity, it may be able to spend more in the professional growth of its employees, which may result in a workforce that is both more competent and more productive.

Incentives for workers: the capital structure of an organisation is another factor that might have an effect on the incentives that are made accessible for workers in that organisation . For instance, if a company has a significant amount of debt, it may be necessary for the company to prioritize paying down the debt rather than providing incentives to the employees. Yet, if a company has a lot of equity, it may be able to give more attractive incentives to its employees, which can drive the employees to be more productive and increase the company's overall output.

The capital structure of an organisation can also have an effect on the risk-taking behavior of that business, which in turn can have an effect on the productivity of its employees. For instance, if a company has a significant amount of debt, it may be more risk-averse because it wants to be certain that it will be able to make the payments on that debt. On the other side, if a company has a substantial amount of equity, it may be more ready to take chances, which can result in higher creativity and productivity.

In conclusion, the capital structure of an organisation has the potential to play a significant part in determining the factors that contribute to employee productivity, and it also has the potential to assist in mitigating the effects of a lack of employee profile enrichment in order to ensure organisational transformation. An business may engage in employee development, give incentives to employees, and strike a balance between risk-taking

behavior and other behaviors in the workplace by properly managing its capital structure. All of these things can lead to a more productive and successful workforce.

2.17 Model of Value Chain

Converting and processing assets into end products produce value. A business can provide goods and services as desired and needed by the customers to produce value using the model of value chain (Appendix B). Figure 77 shows the alteration of approach by Axiata to satisfy desires of the customers. The organisation also entered into a number of partnerships to facilitate this process in the countries it is present and operates. It has made improvements to its network quality to enhance its user experience. Managing stakeholder value is a perpetual and complex process. This is why Axiata has allocated a significant share of its resources to ensure excellence in managing value for stakeholders well. It has used EVA and SVA method to assist with the process.

The diagram is present in Appendix B of the thesis. The corporation is expected to take measures and provide facilities that would cultivate skill, motivation and loyalty in its employees as asserted by Porter, Riesenmy and Fields (2016). It is the responsibility of the business to ensure that their employees are skilled with necessary updated technologies. To uphold the productivity of the staff, Axiata must cultivate an atmosphere of respect at work.

2.18 Complex Barriers

Axiata currently undergoes a significant process of transformation and faces a lot of complications in execution of the procedure ranging from the upper to lower level. The need for this procedure of refurbishing is reaffirmed by its competitive environment and conventional legacy. To ensure and sustain steady growth, it is imperative to enhance the competencies of the leaders and managers who will lead this process of modification across different OPCOs and the organisation to ensure that they are well equipped, capable and up to the task. Ensuring excellence of competencies is necessary and relevant for employees to enhance their business skill to extract the best results in terms of mindset and behavior to achieve the objectives of the business. The level of enthusiasm of employees

is a key factor for steady development. A confounding matter was that from the time of initiation, the process of execution to a few was obscure and misunderstood. Despite facing these complexities, it is imperative that numerous organisations do not have the capability to execute management of value to improve outlook of their stakeholders and owners. Thus, it is strongly recommended that if the strategy for managing value for stockholders is properly executed in a timely manner, it will become one of the biggest strengths for the business under any situation.

2.19 Reflecting on converting Plan of Business to Financial Examination for Creating Value for Corporation

The main attribute developed through this course is creating a powerful interference for Axiata that creates value for the organisation with a potentially gigantic aftermath. Hence, the effect is not limited to creating value for the corporation solely. Therefore, a greater comprehension of tailored models such as the hybrid framework of business in accordance with the Rappaport framework based on the TELCO sector and its implementation has been developed along with an understanding of how co-operative influences fit in this. Knowledge has been increased on how businesses need specific custom-tailored strategic plans and actions that are specific to their overall effort for renovation to produce value for their stakeholders, shareholders and other players in the ecosystem. Quantification of the above-mentioned factors along with customer segments, range of businesses was also edifying. Additionally, the pace of proposed actions can be increased by instilling intent and ethos in a group. Finally, the forecasts for financial results and creating shareholder value is also developed.

The process has the potential to increase the effectiveness and efficiency of a plan and create a positive relationship between owners and the business entity. This study was filled with challenges and thrills for me in every facet as a company such as Axiata that holds the point of view of creating value for the corporation employing a group of dedicated professionals to maintain relationships with investors was selected.

2.20 Creating Value for Corporation

Several factors such as Corporate Governance, Management of Risk, WACC, EVA and SVA were used to convert the strategy to tangible financial numbers and finally BMC was used. Performing these activities were quite daunting and challenging.

The present globalised era dictates that employees refrain from depending solely on conventional quantitative metrics of development such as gross profit and market share. Rather, they should focus on managing value which takes on a holistic approach and looks at every possible step for generating shareholder value. Using a combination of plans and tools as a part of managing value that include period for payback, custom designed prizes for stockholders, balancing the budget and increasing promotions can boost earnings while reducing costs.

2.21 Value for Stakeholder and Shareholder

To fully appreciate the value management framework, it is necessary to first comprehend the importance of value to the investors of TELCO companies. It was also the most challenging component for me to complete. One of the most important things I took away from the class was the realization that effectively managing value calls for an awareness of the myriad of motivations and interrelationships that exist among stockholders, stakeholders, and the administration, as well as an appreciation for how these factors can result in conflict. The traditional and traditional approach to management is the one that involves the least amount of risk and personal interest for the manager. As a result, it is impossible to prevent the promotion of one's own self-interest by other persons in line with the principles of market economics. It is a sad reality for publicly traded companies, in which individual stockholders typically do not have a great deal of sway over management. As a consequence of this, managers frequently try to promote their own self-interest rather than the interests of owners and other stakeholders. This is a very unfortunate situation. At Axiata, the group tasked with protecting investor relations is doing its work, but the group itself is thinning down. This demonstrates the importance of the necessity for a plan as well as the implementation of the necessary intervention. In addition, one of the things that I've

realized is that actions that place management in the position of the stockholder help to safeguard and produce greater value. In my view, this is the most effective technique to make certain that management will not put the procedure of managing value for shareholders in a precarious situation. This effort both protects value for owners and guarantees that they are compensated for their investment.

The staff members at Axiata who have direct connections with important stakeholders participate in meetings and discussions that are organized by Axiata, and the company uses the insights gathered to improve the design of its framework for sustainability. One of the things that I've learned from doing research into shareholder value is that shareholders almost often adopt a short-term perspective and are focused with period goals such as quarterly incentives or rewards. In this particular instance, however, the management of Axiata was successful in gaining the support of the company's shareholders and adopted a long-term strategy for the development of the company. This strategy placed an emphasis on corporate governance, enterprise risk management, and business continuity management in order to produce sustainable value. Because of this, the organisation is not concerned about making significant financial investments in long-term initiatives such as research and growth, restructuring its human resources department, purchasing firms, and investing in other such endeavors. As a result, the activities it takes are not impacted by the market.

If effectiveness and efficiency in value chain activities are to be ensured in order to ensure sustainable growth, each action of the value chain that is performed by every subsidiary of Axiata needs to be performed to the highest standard and needs to be compared with the regional and global best practices. Only then will effectiveness and efficiency in value chain activities be ensured. After considering all of the activities that were required for this thesis, I have come to the conclusion that it is essential for the shareholders and other stakeholders of Axiata Sdn Bhd to establish such an environment where the management will be motivated and prompted to engage in behaviors that generate value as well as to execute policies, processes, and plans of actions to create value. I have arrived at this conclusion as a result of reflecting on all of the activities that were required for this thesis.

2.22 Introduction to SSM

At the end of 1960, Peter Checkland initially formulated the Soft System Methodology (familiarily called SSM model) at the University of Lancaster, UK. This methodology was first considered as a modelling instrument as it precisely focuses on every discrete detail and not only on the overall perspective. Although over the years due to its ability to inspect undefined problem circumstances it has been recognized to be an educational advancement instrument. (Holwell & Reynolds, 2010).

In spite of the fact that SSM is used to develop newer models, they are not able to portray the entire real word scenario because of SSM being an intermittent framework that examines the actual issue with the help of the human task model. The guidelines and propositions of the system only qualify to think systematically regarding the actual world. Both normative and illustrative features are shown in the models but cannot be distinguished as any one of them (IFM, n.d.).

SSM is not a model designing instrument rather it is used to examine the requirements of the model. It analyses the function that the model ought to achieve as well as answers the questions why it should perform those functions. Therefore, at first the SSM conveys a delicate examination through which it can be known as what actions the model performs and subsequently the results are used to do a more detailed examination on how these actions should be performed (Checkland & Scholes, 1999).

The main objective behind the application of SSM is to create a set of doable and socially worthy activities that is used to solve any difficulty or complications that come forward and not only to create a data model set or its design. The activities created from the application of SSM are utilised in creating a set of necessities for data models; nonetheless, if the activities are used to enhance organisational process, then the utilization will be more helpful; a process can be defined to be a group of organisational activities carried out deliberately by organisational people (Checkland, 2000).

In between the two diverse manners of SSM, one consists of the actual-world actions and other concerns about the model's concept about the actual world. With the help of and

utilizing the rich picture or CATWOE, both the manners investigate the circumstances of the issues. Whereas, the model's concept of the actual world includes the following factors: intercommunication, chain of command and ability to distinguish pertinent models that might give valuable data (Cox, 2010).

2.23 Emerging Obstacles

A central skill that should be present in any leader is strategic thinking. This capacity to think strategically within a person is ignited by the SSM method; it also provides an overview to reduce the differences within the linked components. As a person, by learning the method of thinking strategically, I got colossal benefits from this model. SSM is an imperative tool that made me observe the connection between the dispersed problems that I had not previously seen as an Axiata employee, and later a form began to form only after putting the facts within the rich image. I am sufficiently imperative that the abstract model established by me would contribute to the organisation becoming a successful and valid model.

Although bringing a huge change inside an enormous organisation like Axiata, it is irrevocable to confront critical issues, particularly when the changes brought across all the organisation levels. The aggressive competitive environment and historical heritage have resulted in greater efficiency and productivity within the business. One of the key steps to take to achieve and keep up with the unwavering growth is to lead the company in the OPCOs through powerful, efficient, and future executives and commanders. A relevant person should concentrate more on human psychology and behavioral outcomes to develop his or her business. It is unavoidable to understand the desire of employees and motivate stimulants to achieve and stabilize growth in the business. As implementing it was a little frustrating and to some degree misconstrued at the beginning, the model is a complicated one. Moreover, businesses often struggle to handle the steps of value creation on which the expectations of shareholders and stakeholders rely.

Because of my choice of the company, this thesis was too difficult; I took Axiata, a company that maintains a similar point of view on maximizing the value of the shareholder for which they also maintain a separate committee called "Investor Relationship".

2.23.1 Thoughtful Study

A company's success is related to the different fields of the business world and it is important to stress the value of having a successful plan to achieve a company's missions to succeed. Therefore, since SSM made a difference by exploring the problems faced by Axiata, this approach had to be extended and thus used by the module. A variety of related events have been designed to address the complexities that the company is currently going through due to the implementation of this approach.

One thing came to be apparent when preparing this thesis is that most businesses are falling flat in solving challenges because they do not understand the value of preparing a powerful plan that can meticulously identify the right issue along with drafting a collection of alternatives to solve the problem. Axiata Sdn Bhd, the chosen company, the key reason behind the business dropping and experiencing depressed growth is not a proper strategy creation for which they fall flat in creating solutions as well as definitely missing important areas to find problems.

In the light of the SSM of Peter Checkland, my abstract model developed by me was established. The abstract structure is not free of limitations since it was derived exclusively from the SSM model. Individuals using the SSM model need to adapt to a new methodology that can become challenging in some instances. One of the challenges is to solve many problems at a time and not be able to restrict its reach. One of its drawbacks is the re-examining process of SSM. At times, the results conflict with all the improvements that are proposed and that must be revised. To solve delicate problems, a separate wisdom adds up within the example and allows a synergistic strategy. A few of the confines I encountered at the time of the task creation involve the collaboration, which remains within the parts, displayed within the assignment. As an example, the root definition came from considering only the rich image that was constructed. Whereas the abstract structure was

only constructed on the basis of these root definitions, which were only built again over the rich illustrated picture. It was perplexing because of this backward and forward motion, although by this time I have written numerous papers, the presentation structure of this study was challenging the constant backward and forward motions shown in each section along it. This thesis gave me a good opportunity to develop my understanding of the use of the SSM model and the ways to solve problems in an organisation.

2.23.2 Reflections from SSM

It was important to make a lot of changes within an organisation when implementing SSM. Furthermore, SSM accelerates modification. As a professional, I had to consider the factors that resist change within the enterprise and find ways to improve change. To convince people within the company and influence other important individuals to understand the abstract structure, management needs to push. Specialists should have the potential to have authority within them so that they can supervise the workers and direct the strategy. After SSM execution, the arrival of unanticipated problems in an organisation is natural, so it is important to have fast decision-making skills. To maintain a good relationship with the key stakeholder, sound social skills are essential so that proper criticism is obtained in time when the implementation takes place.

My Adequacy Gap Evaluation

Prerequisite Competence	Level of Competency
Solving Problem	Medium
Aptitude for communication	Medium
Production of Judgment	Medium
Control of Groups	Low
Swiftness of Information	High
Rational Smartness	High
Methodic power	Medium

Any professional needed to manage clients and perform tasks should have the skills and capabilities listed here. A self-advanced protocol for the next two years should be observed, according to me, on the basis of the crevices that are found. It is exceptionally crucial to identify individual goals.

For me, the goals of self-improvement should be to meet standards in all the abilities defined.

To understand individual coping techniques.

Focus on developing cognitive empathy.

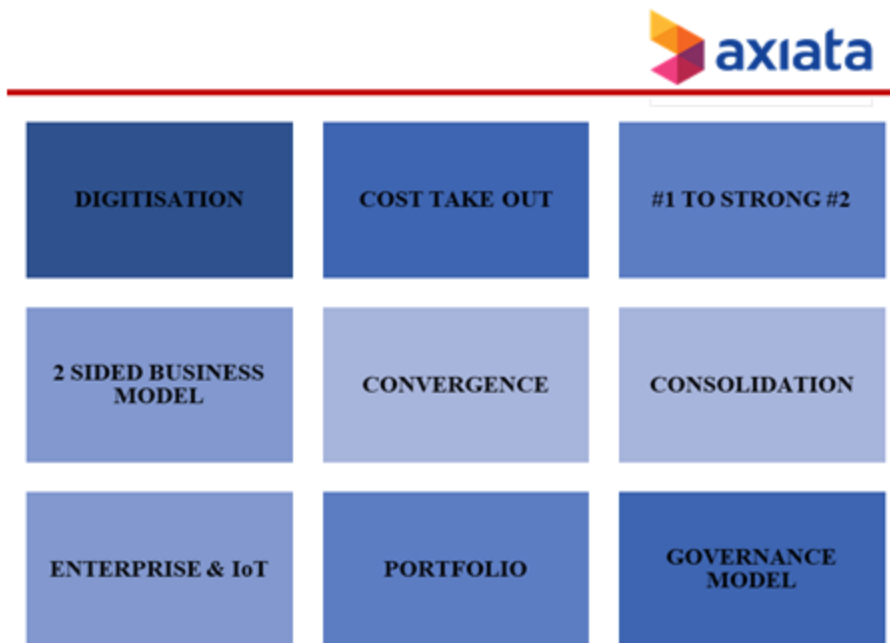
Trying to do fresh projects / tasks to develop logical and problem-solving abilities

Accepting criticism from supervisors, peers and ancillaries.

2.24 Analysing the situation of Axiata Sdn Bhd for Creating Value

Based on the present restructuring of Axiata with the triple core strategy, this is likely going to be next situation of the business:

Table 2.1: Examination of position of Axiata Sdn Bhd for forming value for corporate platform



Source: Axiata Value proposition for business model 2019

In the light of the above table, where it is seen that 9 components of situational analysis comes into play with the Digitalisation comes as the first initiative that not only address the customer offerings like bot based customer care, app based package offerings and so on but also internal agility on digital approval system, cloud solution with the IT and information security and so on that also addresses the cost take out with the smart procurement and dependence on partner services instead of CAPEX from the scratch. Third situational status quo is one of the most interesting status that almost all of the country of Axiata operations, all of its mobile network operators are not the market leaders rather they are number 2 except of 2 countries in Cambodia and Sri Lanka where the business is small whereas in the biggest markets like Malaysia, Indonesia and Bangladesh, they are number 2 and with the fact of the massive difference between number 1 player, the strategy decided was to ensure strong number 2 presence through organic and in organic growth and that's why Axiata merged with Airtel in Bangladesh, Axis in Indonesia to be strong number 2. Apart from this, they merged previously in Cambodia with SMART and became number 1 and very recently they are in the process of merger with Digi in Malaysia to finally beat Maxis in Malaysia to become strong number 1. In the model of triple core refer to the later part of the thesis, the company Xpand is formed to target the business of Enterprise and IOT and getting into portfolios like Boost and Axiata Digital Services. Next is to address the situation to multiple models, convergence and consolidation where, XL, Celcom, Robi, Dialog has gone into the convergence model offering triple play and quad play business mostly in the arena of TV/ media, Fixed Broadband and Mobile Broadband. The other interesting element of consolidation comes into the play through the TOWERCO where many sites are consolidated, the asset sweating taking place to utilise the Previously corporation enhances its strength of automation and digitization with the assistance of the new ventures and steps that will contribute towards the achievement of Axiata's goal to develop a number of different streams of revenue from different segments. The resources capable to implement operational excellence, automation, cost efficiency and moreover the scrum masters will be pivotal.

2.24.1 Structure to strengthen corporate governance and associated goals of Axiata Sdn Bhd

The corporate governance of an organisation generally directs its operations by setting the rules & regulations, values and procedural practices that govern the daily routine activities. Thus, it sets the balance between the interests and goals of stakeholders, management, and owners.

The main focus of governance is on creating a digital environment, ensuring the proper use of infrastructure, optimizing cost and fostering innovation. Axiata strictly maintains and follows corporate governance, the situation is unique and challenging with the exhaustive markets as well as the market dynamics that resulted triple core strategy and formation of Newcos, TowerCo, merger and acquisitions.

2.24.2 Present condition of Axiata for Managing Shareholder Value

Being public and maintaining a persistent investor relationship, the value creation for business of Axiata has solid capitals and value management. Axiata with the tagline of Advancing Asia also aspires the resources to ensure employability and growth to be crowded as the international resources across Asia. The Value management and value creation for business for Axiata are mentioned below.

As per the Value creation for business model of Axiata Sdn Bhd illustrated in Figure 2.6 on the Value Creation for Business, apart from the usual capitals like financial, IPR and so on, Human Capital comes as the second most important capital where Axiata needs a lot of upsides, human resource being the soft skill and not limited to prescribed model needs certain interventions.

2.24.3 Assurance of growth in revenue, operating margin and investments made by creating value for Corporation

The drivers that are to generate value for assuring growth in revenue, investments made, and operating margin are as follows:

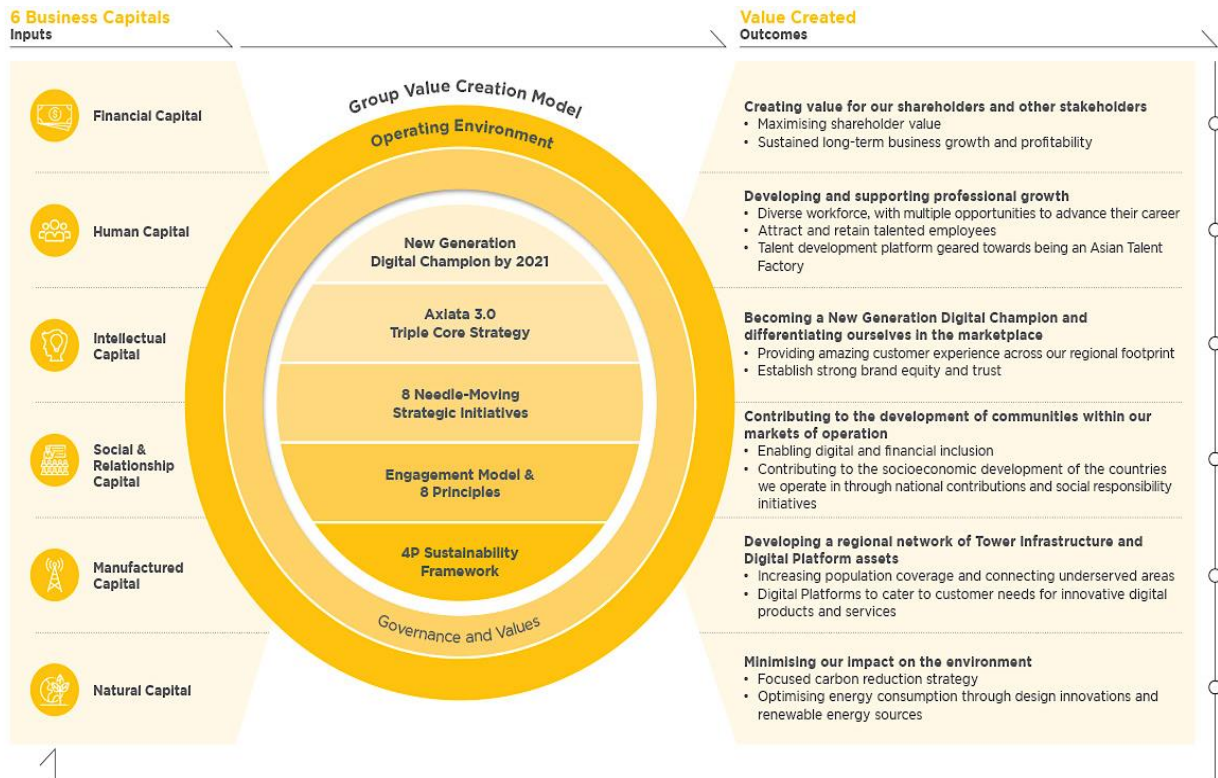


Figure 2.8: Forming Wealth for Corporation using the Worth Governance template

Source: Axiata Investor Relationship report 2017

For the value creation for business of Axiata Financial capital is there to create value for the shareholders and stakeholders where Human capital is the second most important value creation for business. This thesis emphasis on the organisational readiness through interventions and transformation through which Axiata will be the best digital TELCO by 2022. Apart from these intellectual property, social & Relationship Capital, manufacturer capital and finally natural capital resulted the governance and value to achieve digital championship through triple core strategy, 8 needle moving strategic initiatives, engagement models and principles and sustainability framework.

2.24.4 Corporate Strategy for creating value

In accordance with the plan for corporate domination, every element of corporate policy is guaranteed to be executed fruitfully.

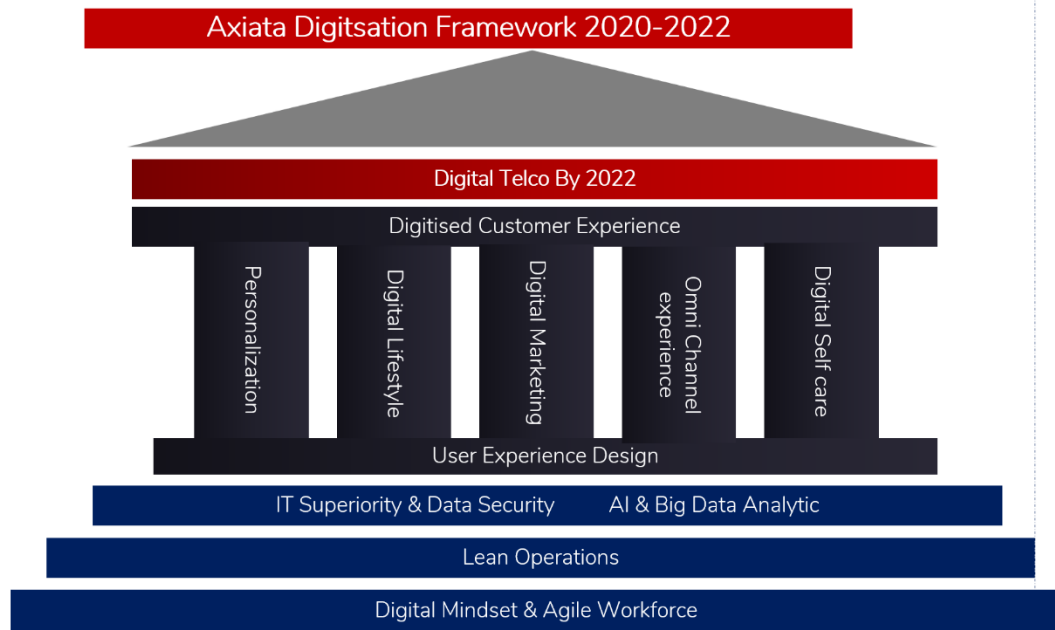


Figure 2.9: Axiata Digitization Framework 2020-2022

Source: Axiata Strategy Framework model 2020

From Figure 2.9 above, it can be seen the current digitisation framework which will be extremely pivotal for the implementation of a dynamic Telco ecosystem as illustrated in Figure 1.4. Axiata digitisation framework starts with the foundation stone of having a human resource workforce with digital mindset and agility. After ensuring the capable workforce, the organisation will have a lean workforce to ensure zero tolerance on corruption as well as bureaucracy. In order to sustain the business in this digital world, IT superiority and data security as well as the artificial intelligence and data analytics are pivotal. It is seen that, the digital mindset and the agile workforce is the first building blocks where the organisation has to go through a transformation through talent management, acquisition and attrition of the human resource through which the lean operations building block will be ensured. It is very vital to deploy required security measures such IT superiority and data security as well as the implementation of AI and Big Analytics to

ensure implementation of 5 strategic pillar as mentioned above in Figure 2.9. As per the seen pillars, the main objective is to ensure Customer centricity that will be enabled with personalization, offering digital lifestyle, ensure digital marketing in several platforms like Facebook, Youtube and so on and Omni Channel. These milestones will ensure Axiata as the Digital TELCO by 2022. So based on this framework, Axiata embarked the organisational transformation name M.A.D (Modern, Agile and Digital) culture.

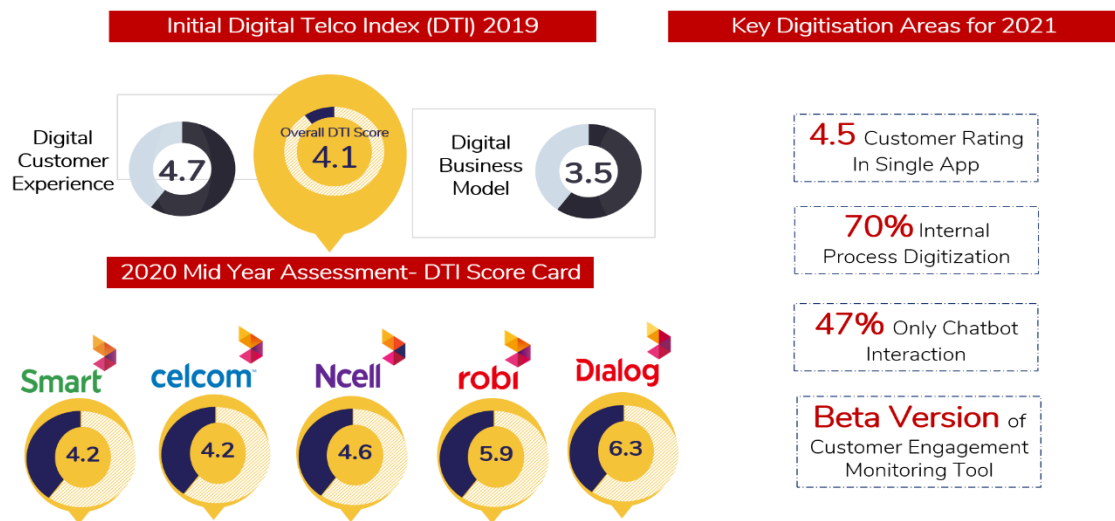


Figure 2.10: Productivity Evaluation of DTI Assessment of Axiata Opcos with Corporate Governance Strategy








Source: Axiata DTI assessment report 2019-2020

As explained in Figure 2.10 above, DTI (Digital TELCO Index) is a significant indicator of achievement for a truly modern Mobile Network Operators. This is an essential element for the supervising the modification of value. Here in the governance model on performance appraisal as per Figure 2.10 above, current overall DTI score is measured as 4.1 with a stronger Digital Customer Experience of 4.7 and rather poorer score in Digital Business model. As per the midyear assessment of DTI score card in 2020, Dialog has the highest DTI score care of 6.3 and Smart has the lower score card of 4.2. In order to improve the Digitisation areas, 4 key initiatives are taken in 2021 to achieve 4.5 rating for all customer care app in both android and Appstore, 70% of the process digitalisation to be ensured, 47% chatbot interaction instead of human interaction and to launch the Beta version of the Customer engagement monitoring tool.

2.24.5 Achieving Operational Excellence for Creating Value

After the result of corporate governance has been evaluated, it is also necessary to do the same for processes and oversight. After a successful design and execution of corporate strategy, achievement of operational excellence is pivotal for ensuring high quality output and in turn to ensure the creation of value and maximization of shareholders' wealth. The strong processes and oversight of the digitization process in the organisation are going to ensure that Axiata achieve fitness in terms of cost, manage risk properly, assure revenue growth and so on. The diagram is presented below that depicts the theoretical framework that uses operations and management to ensure operational excellence.

Table 2.2: Forming worth by assessing performance of operations and the authority

OpCo	Artificial Intelligence/ Machine Learning	Robotic Process Automation (RPA)	Process Digitization & Simplification	Cloudification/ Virtualization	Crowd-sourcing & Social	Blockchain
	CUSTOMER SERVICE Chatbots 1. Axiata Corporate Center Bot 2. Celcom Bot 3. Dialog, Robi, Ncell Bot – English & local language					Group collaboration agreement signed with CBOS focused on: 1. Wallet roaming 2. International remittance
		Process automation using UI/ML	Process simplification , reduction and digitalization			
						
		In evaluation process via POC	Efficient workflow platform under evaluation	Network virtualization in process	Customer and digital resellers crowd sourced network experience quality assessment	
		Process Automation using auto bot				
			Upgrading supply chain management and sales and distribution via dealer app			
	In development					

Source: Axiata Strategy Framework model 2019

Progressing from the Functional Superiority Framework, application of advanced Digitization themes within businesses are evidenced across OpCos to gauge productivity evaluation through operation and management.

Table 2.2 shows the elements for digitisation that are presented for each organisation of Axiata to their extent of relevant interference such as Artificial Intelligence, Robotic Process Automation, Process Digitalization and simplification, Virtualization through cloud, crowd sourcing and blockchain. Thus now, Axiata requires the workforce and agile team to roll out this aspirational goal of achieving a Digital TELCO by 2022.

2.24.6 Framework for Managing Risk for Axiata

Axiata follows proper Enterprise Risk Management processes which includes a BAC (Board Audit Committee) that serves to take steps to assess and mitigate risk. Based on the present scenario, the evaluation of the results of the ERM is presented below:

Table 2.3: The ERM Outline from Q1, 2021

Sl.	Risk Category	Movement	Sl.	Risk Category	Movement
1	Strategic & Investment Risk		10	Cyber Risk	
2	Geo Political Risk		11	Digital Risk	
3	Regulatory Risk		12	Operation Initiatives & Cost Optimization	
4	Market Risk		13	New Growth Areas	
5	Financial Risk		14	Functional Superiority & Digitization	
6	People Risk		15	Industry Restructuring	
7	Operational Risk		16	Optimum Portfolio	
8	Technology Risk		17	Organizational & Cultural Changes	
9	Governance & Integrity Risk				

Source: Axiata Enterprise Risk Management Framework 2021

The evaluation of the framework for Risk profile as per Table 2.3 above, in accordance with the depiction above is presented below, this section is important to understand the background and reason of Axiata planning to go through this transformational journey such as triple core strategy and encountered below status quos:

During this period Axiata Group saw a downward movement of 2 risks- Geopolitical & Market Risk in terms of likelihood & impact.

The Group's Geopolitical risk is expected to stabilize given the expectation of the incumbent government in key territories to maintain office in the upcoming election.

The impact of Market Risk has reduced following improvements in Celcom & XL's performance despite sluggish market conditions.

2.24.7 Mechanisms for Creating Value of Corporation for Axiata

It is an undesirable result of the module for value of shareholders and drivers of value that illustrates excess dividends in past. According to Quarterly PnL provided in in appendix C, below are the current financial trend analysis of Axiata Sdn Bhd.



Figure 2.11: Dividend disbursing history of Axiata Group Bhd of previous five years

Source: Annual report 2013-2018

As per Figure 2.11 above, it is noticeable that the company paid extremely high dividends in 2013 followed by a heavy slump in dividend payment soon after. However, a close investigation of the trends for the mobile network operators reveal that payout for the

industry was at its peak in 2012 until the companies with new disruptive technology entered the market. So, if Axiata doesn't take the initiatives and transformative measures to cope with market dynamics, it will surely create a further dent to the shareholders value as well as the market dividend payout. To ensure the retention of shareholder value it is imperative to roll out triple core strategy, to roll out triple core strategy it is vital to ensure agile human resource of the previous section.

2.24.8 Market Capitalization for Axiata Sdn Bhd

An analysis of the trend for Market Cap of Axiata is presented below in accordance with the market cap is unstable and in the downward trends as the deep stick analysis of value management of Axiata Sdn Bhd.



Figure 2.12: Market Capital historical examination of previous four years for Axiata Group Bhd

Source: Malaysia Stock Exchange Market Cap analysis 2015-2018

As per Figure 2.12 above, The Market cap has been unstable and struggling on the performance evaluation of the financial market. Axiata had a rising capital of more RM50 billion in end of 2015 but had a decline on 2016 due to the heavy investment over new technologies like 4G and to some OPCOs 3G that had some ripple effects on 2017 end of the year but based on the constant investment and the transformation over single core to

triple core, the cost and risk factors reduced over 2018. The company now requires a massive transformation on the results to retain back the cap of 2015.

2.24.9 Computation of Weighted Average Cost of Capital (WACC) for Axiata

The details of the computation of WACC as found in Axiata (Axiata WACC) are presented below.

2.24.9.1 Weights

A balance between debt and equity is important to finance the assets of a company. Thus, the weight of both debt and equity are necessary for the computation. The Market Cap of Axiata depicts the current market value of Axiata's equity (E). According to the thesis made public by Axiata Group Sdn Bhd, it has a market value of \$8887.571 million presently. Since, calculating the market value for debt is quite difficult, Gurufocus takes the value of debt as found in the books (D) for the purpose of computation. The average of the most recent two years of currently payable part of the long-term debt (LTD) (Axiata Market Cap) is added to the obligations on the books for capital lease and long-term debt for convenience (Gurufocus , n.d.). As found in the thesis published in September of 2018, the average for the most recent two years for the current part of LTD was \$ 1377 million, the sum of average for LTD and capital lease for the last two years were \$ 3512 million. Thus, the total value of debt (D) according to the books is \$ 4889 million. Thus,

$$\text{Computed Weight for Equity} = E / (E+D) = 8887 / (8887+4889) = 0.6451$$

$$\text{Computed Weight for Debt} = D / (E+D) = 4889 / (8887+4889) = 0.3549$$

2.24.9.2 Cost incurred for Equity

Axiata employs the Capital Asset Pricing Model (CAPM) to estimate the return required by the equity-holders.

The formula used for calculation:

$$\text{Cost Incurred for Equity} = \text{Return on Risk Free Asset} + \text{Calculated Beta for Asset} + (\text{Expected Return the Market is Expected} - \text{Return on Risk Free Asset})$$

Gurufocus uses the return from the 10-year treasury with constant maturity as the rate of return for the risk-free asset. The rate changes daily and the value has been taken as 2.70% (Risk Free Rate, n.d.)

Beta depicts the sensitivity of the excess return of the asset to that of the market. Axiata Sdn Bhd has a beta of 1.01.

The term market premium is used to depict the (Expected Return generated by the market – Rate of Return on Risk Free Asset). Gurufocus calculates the market premium to be 6%.

Hence, computed Cost for Equity = $2.7\% + 1.01 \times 6\% = 8.76\%$

2.24.9.3 Cost incurred for Debt

An easy way to estimate the cost incurred for debt is to divide the expense incurred for interest in the last year by the average of debt for the last two years (Guru Focus Interest Rate of Axiata, n.d.). The interest expense reported by Axiata on December 2017 was \$ 186 million. The book value (D) of its Debt is \$ 4889 million. Cost incurred for Debt = $186 / 4889 = 3.82\%$

2.24.9.4 Multiplying by Tax Shield (1- average tax rate)

Guru focus uses the tax rate for the most recent two years for calculating the average at 41%.

So, the present WACC for Axiata Group Sdn Bhd is computed as follows:

$$\begin{aligned} \text{WACC} &= E / (E + D) \times \text{Cost for Equity} + D / (E + D) \times \text{Cost for Debt} \times (1 - \text{Tax Rate}) \\ &= 0.6451 \times 8.76\% + 0.3549 \times 3.8151\% \times (1 - 41.145\%) \\ &= 6.45\% \end{aligned}$$

Note: Millions is the unit for each statistic depicted apart from data on an individual share basis and ratios. The currencies depicted are those of the native exchanges.

The weighted average cost of capital (WACC) tells us the return that lenders and shareholders expect to receive in return for providing capital to a company. WACC is useful in determining whether a company is building or shedding value. Its return on invested capital should be higher than its WACC. In case of the Axiata, the WACC is satisfactory as it is to ensure the desired level of return.

2.24.9.5 EVA (Economic Value Added)

The following diagram provides an examination of the trends in EVA for Axiata. As it is imperative that EVA is a measure of Axiata's performance as a company based on the residual health calculated by deducting its cost of capital from its operating profit, adjusted for taxes on a cash basis. EVA can also be referred as economic profit, as it attempts to capture the true economic profit of Axiata.

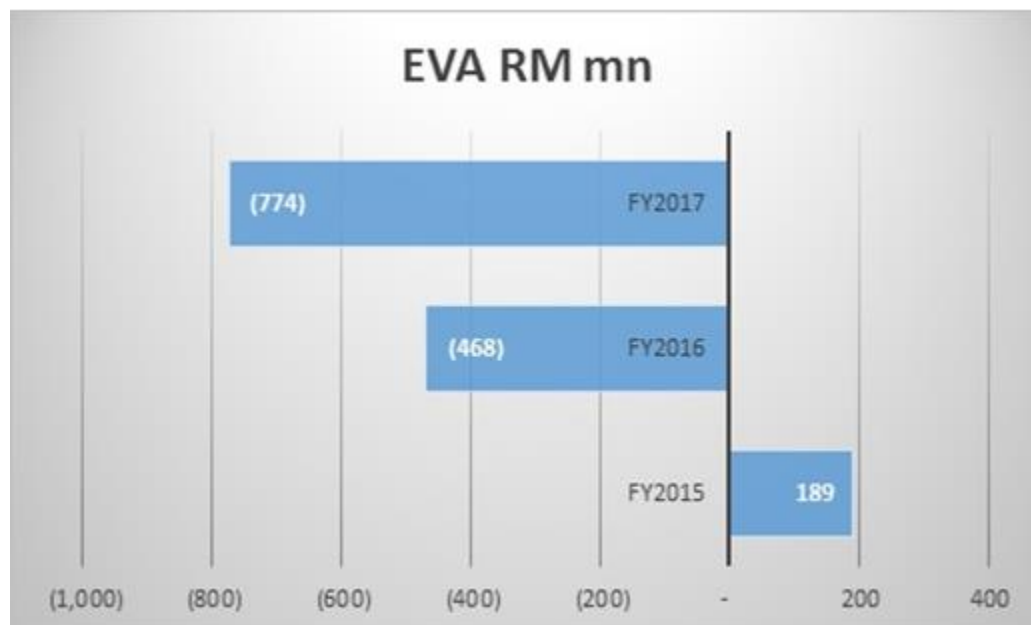


Figure 2.13: Historical examination of EVA for three years

Source: Malaysia Stock Exchange Market Cap analysis 2015-2017

Now, as per the WACC discussion and analysis reflects severe concerns as per Figure 2.13 above, EVA puts into perspective the effect of relentless investment in the traditional core business structure for generating revenues and implementation of novel strategies as

mentioned in earlier segments. EVA depicts the return generated by the company after all the costs including the cost of equity and debt has been deducted from the revenue of the company. The EVA trend examination indicates a rather apparent and unfortunate trend since 2015.

Table 2.3 below is the further concern and facts on the surplus to deficit EVA trend since 2015 for considerations. It is necessary for Axiata to embark the journey of transformation, strategic thrust of triple core and roll out of the governance thus, the organisational transformation to back this initiative.

Table 2.4: Root of information for analysing EVA for Axiata Sdn Bhd

EVA Analysis		FY2015	FY2016	FY2017
NOPAT	RM mn	2,071	1,418	1,205
IC	RM mn	23,525	23,581	24,731
WACC	%	8%	8%	8%
Total Asset	RM mn	56,118	70,753	69,911

Source: Axiata Annual Report

As per Table 2.4 above, it is seen that the EVA for 2015 was 56, 118 M RM that increased to 70,753 RM over a year but due to the investment of 4G across group the EVA came down to 69,911M RM that now requires massive attention to justify and return on investment that requires needed interventions including human resources.

2.24.10 Path to Improvement via identifying biggest gaps on Human Resource readiness

The conceptual framework of gap examination based on the investigation of the external environment as above, it is imperative to identify the gap of the human resource which is most critical for success to roll out strategic initiatives. The conceptual model is cited below as Figure 2.14.

The most important step that Axiata must take now according to the gap examination is refurbishing company personnel and developing HR resources. It is important to mention that the theory, concept and strategic intent is the easiest to develop and replicate as per the research outcome, market dynamics and consultant thesis. But the most challenging element of success factor is human resource which is soft skill and the most complicated element which will be the scope of the thesis. It would be started with profiling all the employees, the employee behavioral pattern and leadership virtue is properly identified and parked based on the responsibilities given. Then the employees are churned into the tower Watson survey to identify the gap, improvement areas and most importantly the feedback. The completions of the process will be ensured through this thesis to ensure the organisational transformation of Axiata Sdn Bhd.

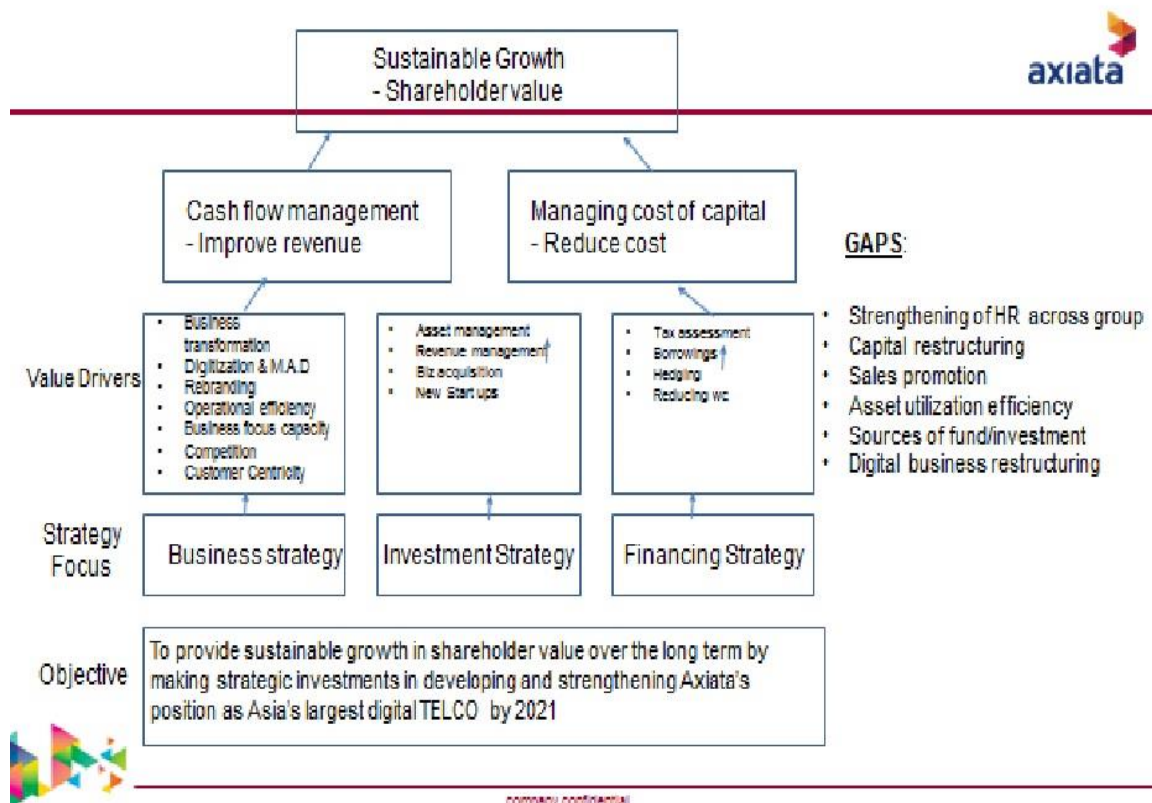


Figure 2.14: Notional template for Gap investigation for forming worth for the corporation

Source: Axiata Value Management model for business

2.24.11 Creating Value for Corporation by concentrating on Shareholders' Value using corporate governance

The business plan implemented in 2021 to make sure that the company can pay dividends within the next 2-3 years to meet a very important expectation of shareholders is presented below.

Table 2.5: Corporate controlling execution check for enhancing investor worth

Axiata Group Business Direction for BP2021	
Profit Focus: Leveraging on past investment and delivering on past promises	
1.	Growth in Profit market share – incremental growth in EBITDA market share, with more that proportionate EBIT growth in 2023
2.	'No Excuse' Cost focus – Key Cost Focus areas are people productivity (People Cost as a % falling vs revenue), impact of Digitization in future organization. Cost per GB falling (vs Yield). Opex growth minimum expectation to be lower than revenue growth.
3.	Focus on EBIT in addition to EBITDA: to emphasize focus on incremental ROIC and quantify impact of D&A (Capex + Spectrum). All new investment projects to show incremental ROIC > WACC
4.	Showing Investments in IT modernization and demonstrating Monetization (even qualitatively) of Digitization & Analytics.
5.	Capex – Lower than 2018 spend, with exception of FMC investment
6.	Establish a foothold/demonstrate as a % of Revenue from FMC <ul style="list-style-type: none"> a. Drive high single/double digit growth in Home & Enterprise
7.	Growth in enterprise as a % of revenue <ul style="list-style-type: none"> a. Partner with Xpand to pursue enterprise market opportunities by leveraging on Group's horizontal platform investments.
8.	Support & engagement with Digital Businesses, Analytics, Cyber Security, Axiata Digital Lab (ADL) (to be codified in the CEO scorecard) <ul style="list-style-type: none"> a. Utilize ADA as a preferred partner for Digital Marketing activities b. Leverage on Apigate /enable telco APIs monetization and build content partner ecosystems.

Source: Axiata Business Plan 2020

So as described in the investor relations as per Table 2.5 above, the elements of IT modernization and the engagement of digital businesses that has the elements of analytics and new generation must have initiatives like blockchain, IOT to be served by a new co like Axiata Digital Service which is a completely start up mindset corporation under the umbrella of Axiata. So, the existing employee must be transformed, or Axiata must have certain plans to ensure organisational transformation through various models like Beckhard Harris model as described in the later part of the thesis under Literature Review.

2.24.12 Creating Value for Corporation by addressing Management of Shareholders' value

This portion will provide a brief overview. Detailed description of the necessary steps following enterprise value map for Axiata is provided in the later part of the thesis.

2.24.12.1 Opportunity to Create Value for the Corporation

According to its periodic reports on sustainability, (Axiata Sustainability Thesis, n.d.).

Axiata Group Bhd aims to achieve the following to ensure sustainability:

Commitment to beyond short-term profit,

Commitment to Process Excellence and Governance,

Commitment to Nurturing people and

Commitment to Planet and Society.

Axiata aims to become a digital Telco by 2022 meeting its promises to its shareholders by focusing on cultivating sustainability.

2.24.12.2 Current State of Axiata

Axiata currently faces intense competition and a few challenges in its business. The industry is undergoing a transformation.

The main TELCO industry is on a decline with the decrease in core streams of revenue such as voice and data owing to a transformation in technology and non-core businesses. The market has reached maturity. There is high awareness about the advantages of internet and mobile. Additionally, the return generated from data services (revenue for each bit used) continues to fall as customers use large chunks of data with declining or stagnant

periodic bills. The use of cloud technologies, crowd sourcing and digitization continues to disrupt the use of traditional CAPEX and excessive OPEX structure in the TELCO industry.

2.24.13 Using Rappaport Model for creating value for Axiata

Management of stakeholders is closely related to creation of value for commercial objectives and the relation indicates that more value can be created through actively managing the stakeholders. According to the Digitisation strategy with the governance structure, in Figure 2.13 to improve the status quo for Axiata, the custom-made conceptual model to create value in a planned way in line with the Rappaport framework was prepared and is presented below:

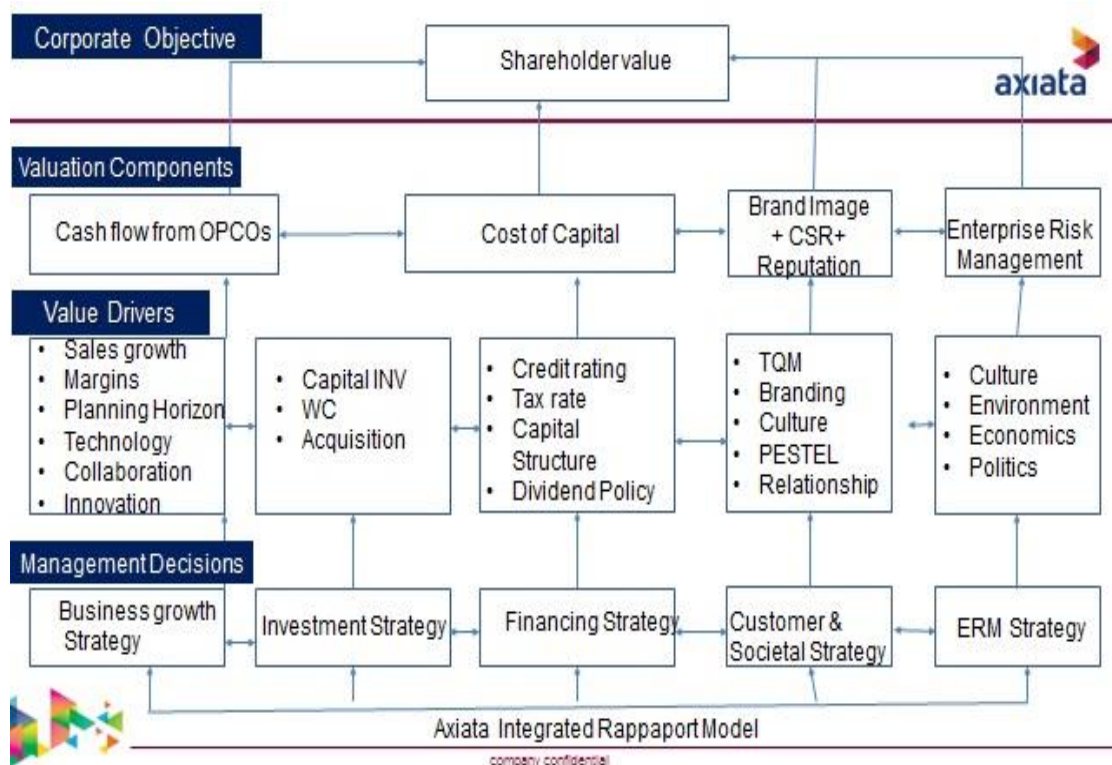


Figure 2.15: Suggested prototype for forming value for corporation using Rappaport Scaffolding for Axiata

Source: Axiata Value Creation for Business 2019

To safeguard the process of creating value for the business in accordance with the business objective, creating a policy for development of business is recommended as presented in the triple core plan covered under the Background of the research. Enterprise Risk Management which is the part of the critical governance model of a public listed company like Axiata to ensure the execution of long tail strategies and short-term business goals identifying the building blocks of implementation is crucial for safeguarding the process of creating value for the business. In the digital area, significant M & A resulted from the interesting step of concentrating on developing novel business. The start of the Edotco group which compensated finely can be considered a milestone for Axiata on its journey on board TowerCo (Sun, 2016).

The business strategy entails the development and expansion into feasible markets such as Axis undertaking a merger with XL PLT Indonesia (Post, 2014) or the acquisition of Airtel Bangladesh by Robi Axiata Ltd (Star, 2016) and the recent complete acquisition of Ncell in Nepal by Axiata (Online, 2016). The rest of the approaches are presented in the later part of this thesis. Moreover, the organisation is experiencing the growth through both the organic and in organic way. The organic way resulted the incubation of new entities and the inorganic way ensured the merger and acquisitions like NCell Nepal and Robi Bangladesh. In both cases, Axiata needs to inject the culture and require human resources thus the employee profile enrichment is the key for success of these roll out of business and organisational transformation into perfection. This will be the scope and focus of this thesis. This triple core strategy is cited in the later part of this thesis.

2.24.14 Recommended Shareholder Investigation Approach

The designed procedure for managing shareholder value, based on the examination and conceptual framework overhead and the Map for Enterprise Value contained, comprises of several steps and areas of concentration for creating value for the corporation including both shareholders and stakeholders.

Few of the new components to better comprehend and improve the process of creating shareholder value have been presented below:

Table 2.6: Altered Recommendation for Methods for Managing investors' worth for forming worth for Axiata

Sl.	Previous Value	New Value
1	Under Revenue "Volume"	Under Revenue "Core"
2	Under Revenue "Prize Realisation"	Under Revenue "Non-Core"
3	Under Prize Realisation "Strengthen Prizing"	Under Non-Core "Diversification"

Source: Axiata Value Management

2.24.15 Execution Matrix for creating key value for corporation maintaining Value of Shareholders

Optimizing the CAPEX and OPEX structure is the biggest issue of concern for creating value. The SMART KPI diagram is presented below:

Table 2.7: Grand scheme Steps that carry worth forward in maintaining formation of worth for corporation

Strategic Initiatives	Guidance	OPCO Outcome by 2020/2021
1 Operational Turnaround & Performance	Financials Top down 2019 -2021 <ul style="list-style-type: none"> Axiata Group to achieve Group PATAMI Base Camp in 2020 and peak by 2022 	<ul style="list-style-type: none"> To deliver as promised, Growth Revenue faster than industry, grow EBITDA and PAT (Primarily financials as per investment thesis) EBITDA growth faster than Revenue, EBITDA growth > 1.0x against competitors. Increased focus on EBIT in addition to EBITDA ROIC as a resultant of healthy EBIT, Tax & B/S (emphasis in working capital) Investments only to drive incremental ROIC > WACC (Controlled depreciation, amortization and finance costs) Efficient financing strategy, Forex management and tax efficiencies OpCos to focus on plan/execution to achieve financial & operational targets.
		Notes: <ul style="list-style-type: none"> All financials are based on Investment Thesis: (Post IFRS 15 Group definition – Per CP) <ul style="list-style-type: none"> At PAT – Additional interest impact factored in over above investment thesis and 0 tax benefit otherwise PAT would have been BDT 2,289 mn (Investment Thesis) To provide IFRS 15 Impact separately IFRS 16 are to be excluded from financials, but estimated impact at each line are to be provided separately. Spectrum provided over and above CAPEX Financial impact has been considered. <ul style="list-style-type: none"> BP2020 BDT 33,710mn (for 1800 & 900 Airtel spectrum renewal) ROIC guidance will be provided post detail BP submission *Refers to CAPEX intensity including Spectrum
2 Cost Optimization	<ul style="list-style-type: none"> Drive a broad based reduction to 2018 cost base, maintaining momentum on Network and expanding to other cost areas. Build & demonstrate OpCo's 'Path to 5 Billion' as a part of ARISE Cost excellence program by 2021. 	<ul style="list-style-type: none"> Drive Opex Savings of BDT 2.5 Bn by 2019 fro DEC 2018 run-rate (based on attached definition) Maintain a total cost growth that is 3% lower than service revenue growth. This includes savings from Opex savings and Opex avoidance. Improve ROIC by a minimum of 0.5% by improving operating working capital (excluding intercompany Transaction) Capex savings based on Unit cost reduction to be 5% lower on a YoY basis.

Source: Axiata Value Creation for Business governance model

As mentioned earlier in the thesis, because of investing heavily in non-core fields such as TowerCo, the completion of short-term objectives may be somewhat impaired. However, these creative investments shall have long term advantages for the company and help it safeguard the interests of its stakeholders and shareholders. Table 2.7 above are the initiatives to be taken by the dynamic human resource which will be pivotal for an effective and efficient roll out as below:

Cost Optimisation,

Functional Superiority and digitalization,

Distinct Competitive Differentiation and Clear New Business Model,

Optimum Portfolio and investor proposition,

Sustainability and stakeholder management,

Organisational and Cultural Change,

Operational turn around and performance and

Embarking from traditional core to non-core.

2.24.16 Operationalizing divers of core value to satisfy value for shareholders

The drivers of value which will be operationalized to maximise value for shareholders in accordance with the gap investigation and its findings presented in Figure 2.6 of this thesis that generated the below course of actions:

A key element of Axiata's triumph in the regions is its stakeholder relationship management which is the best in the industry. The 10 most important stakeholders are illustrated in the figure below:



Figure 2.16: Stakeholder Management process of Axiata Group Bhd

Source: Axiata Investor Relations business update

Needless to mention in the Figure 2.16 above, even employees are the one of the 10-key stakeholder of Axiata Sdn Bhd as a public corporation. So, it is certain that, this thesis and research means a significant contribution to the stakeholder management aspiration of the organisation. The key delivery of providing the skill to incumbent will be covered under the employee profile enrichment.

Risks are common to any business and Axiata takes a proactive approach to managing risk by identifying and taking steps to mitigate several risks. The ERM charters are provided below in Figure 2.17:

Axiata Proposed Risk Profile 2021

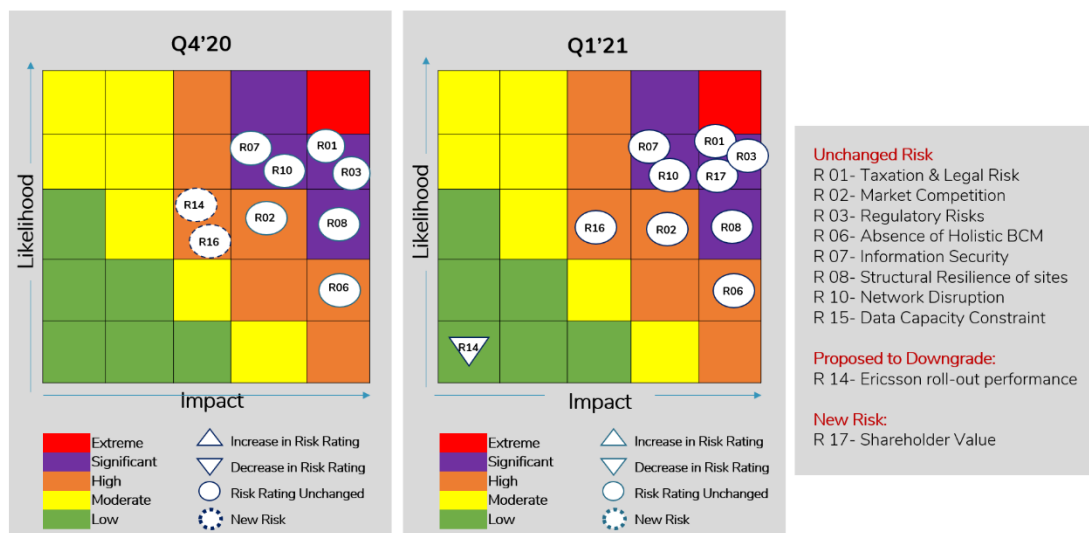


Figure 2.17: Recommended construction of ERM for Axiata Group Bhd

Source: Enterprise Risk Management model 2021

Voice remains the major method of communication despite the common belief that people do not talk often on phone nowadays. Revenues from voice calls even today constitute around half of total revenue for global operators of mobile services. To ensure high revenue from voice calls, Axiata must provide top voice quality across the countries it operates in. The trend examination of P/E ratio is provided in Figure 2.18 below.

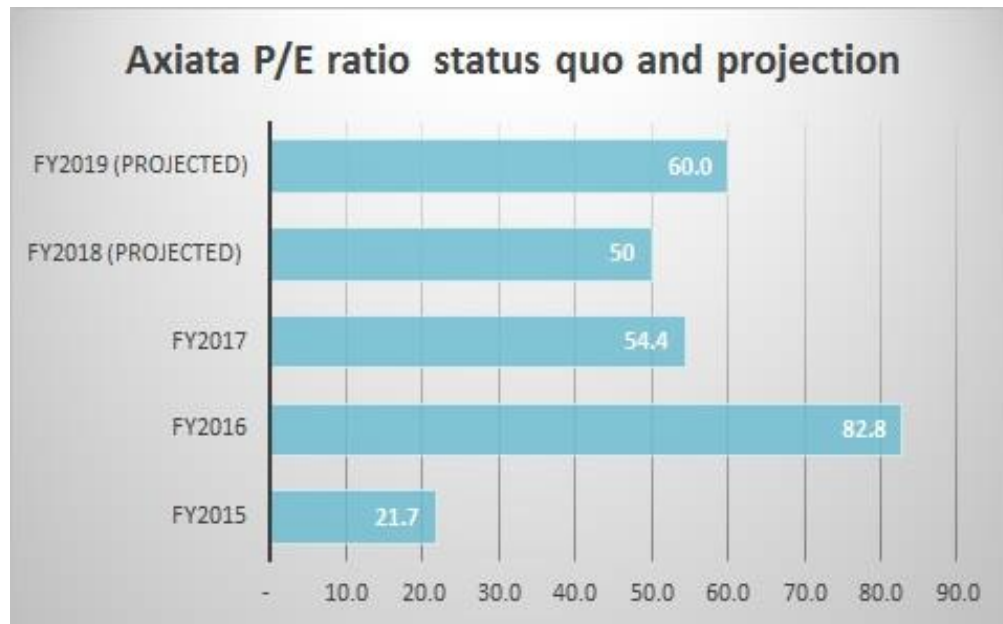


Figure 2.18: Examination of P/E proportion for five years

Source: Axiata Annual Report 2018

2.24.17 Significant Financial Proportions:

As per the Balance Sheet provided in Appendix C, the trend of excess payment presented in Figure 2.19, A low debt-to-equity ratio indicates a lower amount of financing by debt via lenders, versus funding through equity via shareholders. A higher ratio indicates that the company is getting more of its financing by borrowing money, which subjects the company to potential risk if debt levels are too high the monetary segment of present year and predicted monetary segment are presented below:

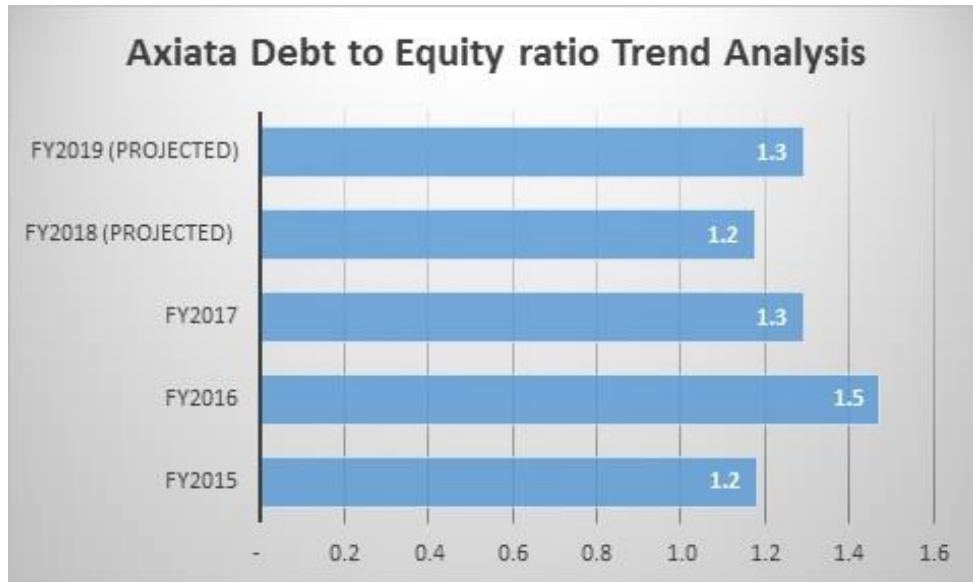


Figure 2.19: Historical Examination for Five years of the Debt-to-Equity proportion of Axiata Sdn Bhd

Source: Axiata Annual Report 2018

This is to articulate the fact that, the organisational transformation is the key for the shifting of the financial performance in the positive trend.

The predictions for the debt proportions are presented below in Figure 2.20:

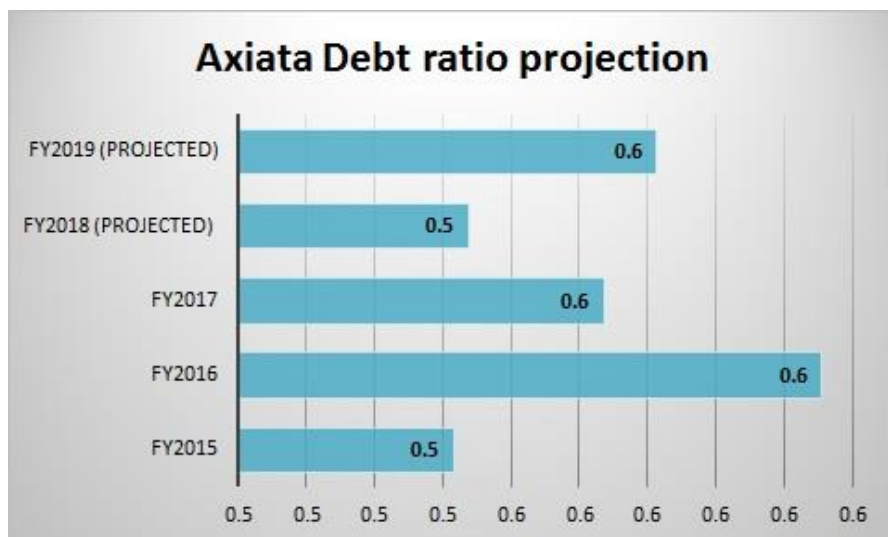


Figure 2.20: Projected Debt Proportions of Axiata Sdn Bhd

Source: Axiata Annual Report 2018

As per the outcome of Figure 2.21 trend analysis, A ratio greater than 1 shows that a considerable portion of the assets is funded by debt. In other words, the company has more liabilities than assets. A high ratio also indicates that a company may be putting itself at risk of defaulting on its loans if interest rates were to rise suddenly.

The equity ratios as mentioned in Figure 2.21 as below



Figure 2.21: Predicted Equity Proportions of Axiata Sdn Bhd

Source: Axiata Annual Report 2018

As per the above Figure, the equity ratio fluctuates based on asset acquisition versus debt. A low equity ratio means that the company primarily used debt to acquire assets, which is widely viewed as an indication of greater financial risk. Equity ratios with higher value generally indicate that a company's effectively funding its asset requirements with a minimal amount of debt

Predicted interest gained are presented in Figure below:

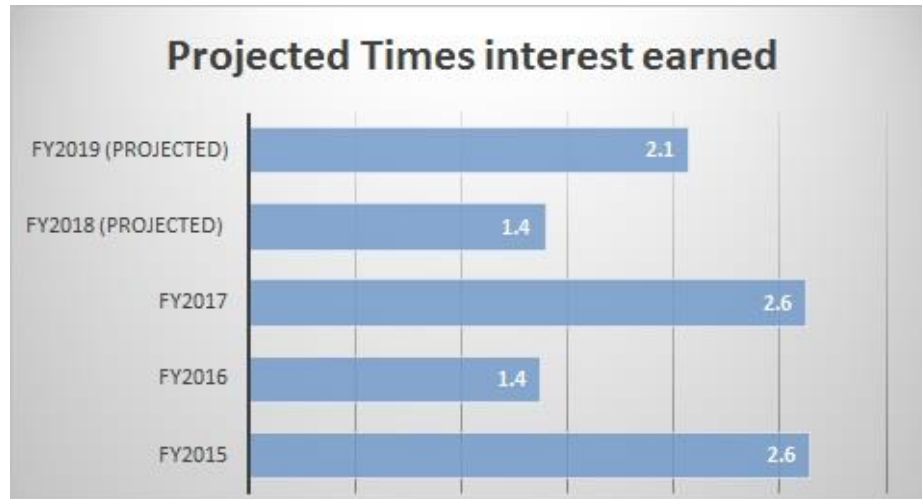


Figure 2.22: Prediction of multiples of interest earned by Axiata Sdn Bhd

Source: Axiata Annual Thesis 2018

This is a concern of the Figure 2.22 above because the ratio indicates how many times a company could pay the interest with its before tax income, so obviously the larger ratios are considered more favorable than smaller ratios. In other words, as an example, a ratio of 4 means that a company makes enough income to pay for its total interest expense 4 times over. Here the trend is between 1.4 to 2.6.

2.25 Conceptual Framework

2.25.1 Present Situation and Strategy of Axiata

Based on the present situation and the theoretical models, the strategy designed for modification shall be discussed elaborately in this section of the Thesis. Consulted literature on the topic include (Delgado Wise, Marquez Covarrubias, & Puentes, 2013); (Faist, 2008); (Thieme, 2008).

This segment examines the market, opponents, and segmentation of the organisation. The organisation showed courage in replacing its managerial squad and leadership by the interference of Axiata (Malaysia Wireless, 2017). The organisation at present it trying to broaden its horizon and achieving novel levels of excellence and improving its share of the

TELCO sector that has been declining from 2013 and is making progress (Datta & Sarkar, 2014).

The crucial components for success comprise of groundbreaking alteration of strategy, cultivating innovation internally and in its sister concerns such as “Axiata Digital Services, Axiata Business Services, ADA, Apigates” as per Figure 2.15 that contributed immensely to the organisation in relevant facets with alteration (Tay, 2018). Presently, Axiata has high ambitions for leading Asia by harnessing its unmatched network and billing mechanism, it now must become customer centric in its services with smooth user experience by extracting assistance from both extrinsic and intrinsic stakeholders. The objectives for increasing value for owners can then be successfully realised by performing organisational modification which requires research.

Several literatures on organisational modification conventionally focus on diagnosing holes in staff profile and adapt appropriate measures to fill the holes. Focus is also maintained on communicating these alterations and relevant information on a proper timely manner. A good number of scholars also hold the view that organisational modification can positively impact the financial standings of a digital organisation likes of Axiata Sdn Bhd (Chowdhury, et al., 2012).

Many scholars observed that performance of organisation was enhanced and became more effective following organisational modification. HR in this context is undisputed as the biggest alteration possible to obtain required outcomes (Sander, 2003).

As the oldest Telecom service provider of Malaysia, when Khazanah decided to spin off their mobile service from Telekom Malaysia Sdn Bhd and formed Axiata Sdn Bhd; the objective of Axiata was to ensure local leadership in Malaysia as well as to become one of the leading TELCO group of Asia. However, Axiata as a group has achieved its milestone whereas Celcom, the mobile operation of Axiata in Malaysia has failed to ensure the leadership over Maxis Sdn Bhd and slowly eroding its market share of various of its OPCOs and one illustration of Celcom is provided as per below,

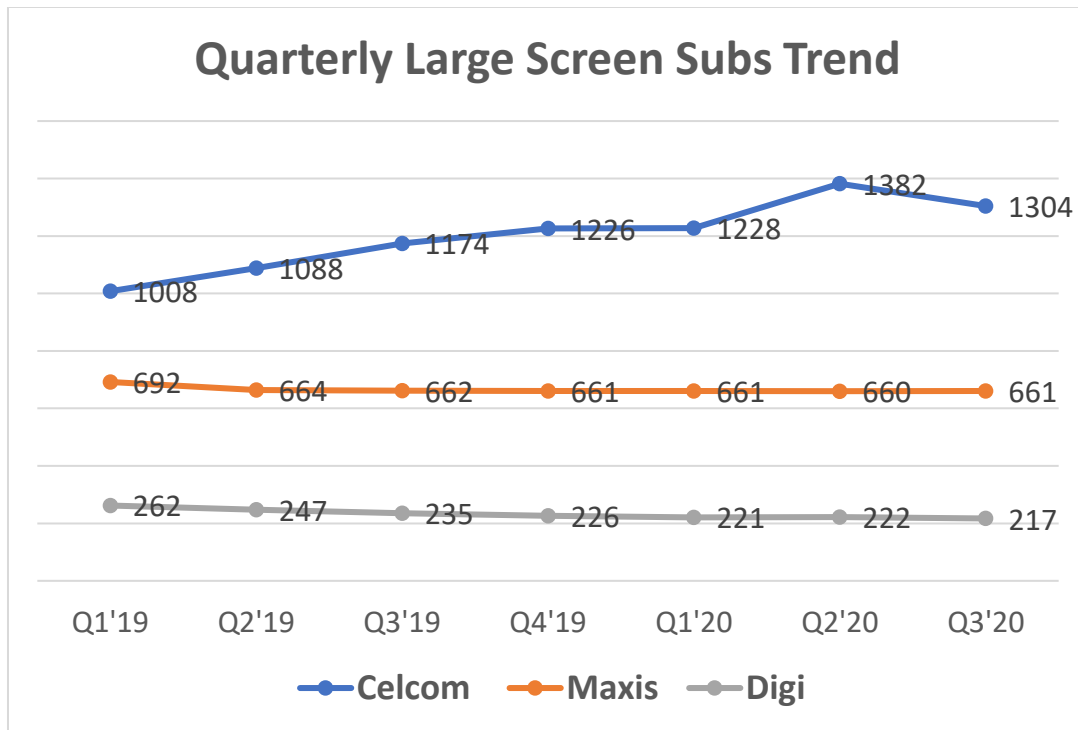


Figure 2.23: Diminishing Market Proportion of Celcom

Source: MCMCI data 2020

Based on the status of the market cap as illustrated in detail in Appendix I, as per Figure Annex 8 and Figure Annex 9 Likewise to the situation of Celcom Malaysia, Axiata is facing fierce competition in the TELCO sector across Asia and that's why the company is going for inorganic growth like M&A and after the successful merger in Bangladesh between Robi and Airtel very recently they have announced merger between Celcom and Digi in Malaysia through which they will have significant market share and leadership.

However, the challenges are now more complex and fiercer on the organisational adaptation and transformation and that is why it pivotal to ensure internal and external environmental analysis.

Below is the external environmental analysis through which will be aimed to describe and explain the status quo, requirement of Project Spearhead as described in the later part of the thesis and the implication of not accepting the Spearhead model for Celcom Transformation?

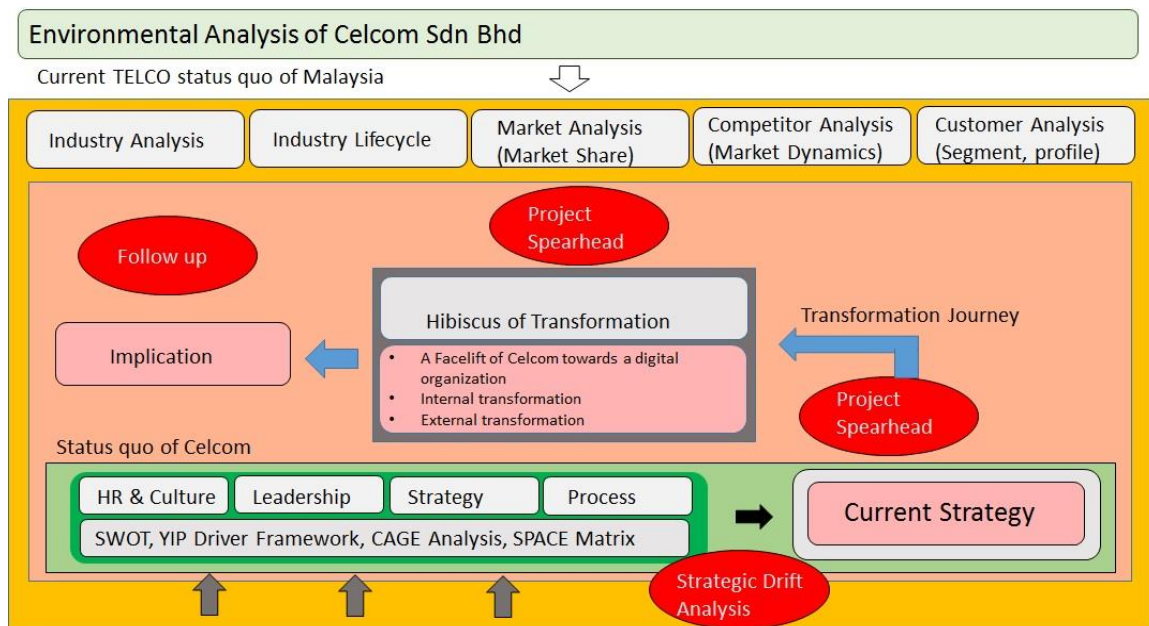


Figure 2.24: Environmental Analysis of Celcom SDN Bhd

Source: Conceptual model developed by Author in relation with Value Management methodology

2.25.2 Strategic Aspirations of Axiata

The conceptual framework provided below in Figure 2.25 was designed by the author as a launching pad for the company for beginning and executing the organisational modification (Passas, 2005). According to the elaborate strategic objective mentioned in Figure 2.17 on the triple core strategy, particular problems were discovered. The measures employed to solve the problems are in line with the framework for alteration provided by Beckhard-Harris contained in Figure 2.3 and rest of the theoretical models relevant for transformation refer to Figure 2.5, Figure 2.6 and Figure 2.7, below is the conceptual framework.

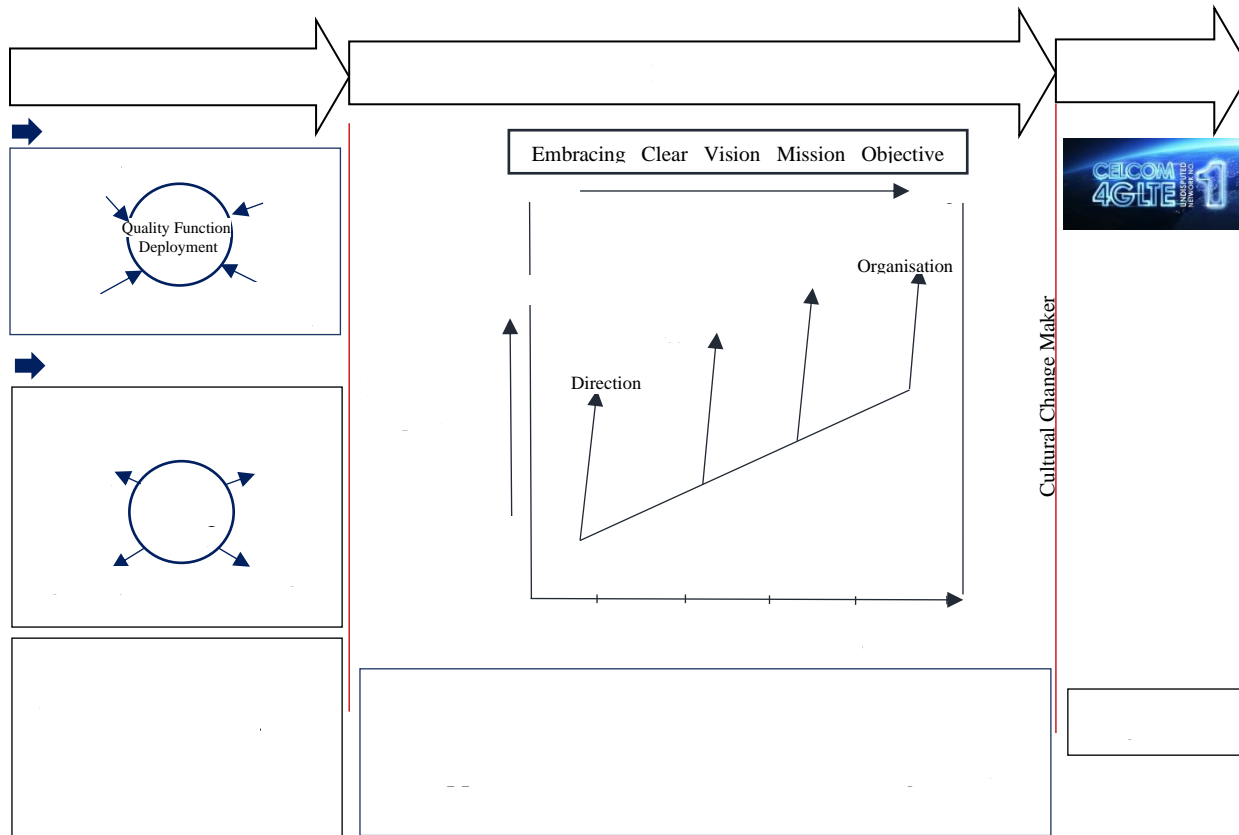


Figure 2.25: Conceptual framework designed by the author

Source: Conceptual model developed by Author in relation with Beckhard-Haris, Giz and Schein mode on HR transformation

The volume of literature that covers problems of oversight in modification of organisation or intrinsic communication is little. Various measures have been taken by organisation on policy and strategic level to control and make conceptual frameworks standardized. Although, this being a rather recent topic leads to a shortage of literature on the area and the ones present are also obscure.

Figure 2.25 holds the 8-initiative process prepared by Kotter for leading modification which is the foundation for detailed elaboration of organisational modification in the thesis.

Elaborate explanation is presented below:

2.25.3 Obligatory Requisites

The obligatory requirements for initiating the path to modification are presented below along with list of measures that are to be implemented by the approval of the authoritative council and the board.

The procedure for modification and refurbishing has to be performed ensuring an alignment of interests of stakeholders to ensure the stakeholders gain with every measure to achieve sustainability in implementing the framework for digitization via astute leadership, crafting masterful plans and following models for administering value.

The administrative team of Axiata is being shuffled thus the effective leadership is important. To illustrate, Dato Idris took the lead of Axiata, where massive alterations were brought about in both organisational and physical infrastructural level. The physical alterations and compliance tone by Dato' Idris the new CEO in the corporation include converting the office space into a less restrictive open space which created an environment that encouraged collaboration. Fascinatingly, the modifications performed in the physical ecosystem were done with the aim to enhance professionalism within the staff and environment. In line with how successful Dato' Idris was while converting Malakoff, the measures undertaken had to commensurate on size with the alterations being performed.

The board must put faith on and empower top administrators in every SBUs, OPCOs and TELCOs that it has for obtaining its objective of sustainable leadership within 2022.

Axiata cannot but have complete support of its owners in its undertakings as it is a matter of its existence with such strong rivals in the ecosystem and international giants such as WhatsApp and Viber clawing at revenues earned from cross-border calls. Furthermore, organisation the likes of Google and Facebook are expanding to supply network and organisation such as Verizon from developed countries strengthen the need for backing of owners for their OPCOs in this journey. Thus, to benefit the organisation, the plan must create value for the both the owners and the organisation.

The perfect execution of the various modifications to be performed is essential for obtaining the objectives of Axiata for the organisation and this provides context for recommended modifications. This positive intention makes cognitive approaches for inducing behavioral modification more necessary to ensure the modifications in behavior are positive. Diagnosing the particular behaviors that impede growth in employees and pose a certain mental block and increase strain on their minds is a significant part of the procedure.

Additionally, aside from working as a deploying tool, the prerequisites also play the role of ensuring that the regression is not made on the development induced by the execution of the framework. The factors discussed are the most crucial ones to be ensured before the organisation seeks for support from all the pertinent bodies for executing the plans and strategies. The recent merger and acquisition between Axiata and Telenor in Malaysia showcase the intention.

2.25.4 Impetus Necessary

The following are necessary for enhancing the speed of the conversion procedure while making it seamless. The list containing the necessary prerequisites are provided below.

System of Administrative Performance is an effective mechanism to manage performance shall be in place to be utilised for gathering and synthesizing data of the entire staff which shall be weighed on the engagement metric and shall be examined further to enhance quality and quantity of performance of the staff. This will also prove useful in evaluating how effective the steps that have been taken are and whether they need any form of revision, improvement, withdrawal or whether taking new steps are necessary. Profiling of staff and administering performance must be automated.

Organisation's readiness is pivotal. Since Dato Idris came into the lead, a few steps have been taken to enhance the nimbleness and orientation for expansion in the atmosphere and fabric of the organisation. To this end, certain modifications were performed on both authoritative and corporate level. It is of utmost importance to evaluate how effective these steps have for the expansion of the organisation and how much these have contributed towards inducing modification in the organisation that is positive. There must be simplicity and transparency in the mediums used for communication among the staff and management of the organisation.

Information has already been sent out that modification is inevitable. A portion of the staff however hold negative outlook of the impending alteration. Thus, it becomes necessary to have a legal squad who are cross functional and nimble and can respond appropriately to any legal issue that may arise that include insubordination, litigation and suits in the Labor Court and resistance to VRS. So the readiness in legal facets are equally vital.

There must be the assurance of regulatory and intrinsic communication preparation from the management. Sensitive issues the likes of creation of unions for staff may arise as a part of Khazanah regulations for a GLC. Thus, forming an environment like this is important for refurbishing the existing state of the organisation. This necessary initiative however has not been welcomed by the staff as this completely modifies the authoritative structure of power within the organisation. Thus, to prevent a possible mutiny, it is

imperative that an agile extrinsic affairs team take the responsibility of aligning relevant regulatory authorities, media the various stakeholders.

The following portion contains the Enabler Framework, the detailed explanation of which is presented below:

2.25.5 Organisational Willingness/ Performance Administration

The degree of readiness for modification of an organisation is a key determinant of its success. Readiness of a company indicates how capable the organisation is to make timely well-executed modifications in response to the modifications and demands of its environment. It is imperative that an organisation develops the capabilities for rapid alteration as modern business environments, especially the tech industry keeps altering rapidly and how successful an organisation shall be depending on its ability to adapt to the modified situation and make best use of it. The method of modification has to be effective and seamless to ensure that the modifications taking place are the ones demanded by the situation and sector.

Performance administration is of paramount importance for a company. An organisation with poor administration is unlikely to be able to realise the full potential of its employees and hence generates best performance. The key determinant of success for any organisation is thus its staff. Hence, a company failing to implement necessary modifications in its performance administration mechanism in a timely manner is bound to suffer as seen in the case of Axiata. Due to this lacking in performance administration, a good number of the staff faced no accountability and thus chose to pursue their own interests instead of focusing their time and resource for the betterment of the corporation in turn hurting it. Performance administration has a number of other benefits including allowing an organisation to diagnose the members of the staff who need to be cultivated and nurtured and given training on qualities and skills that the administration system identifies too. It also

diagnoses the members of the staff who are valuable to the organisation and must be developed and kept on board for progress of the organisation.

This segment holds the highest level of significance among the elements for modification which shall introduce and execute a holistic automated HR system that is grounded on the cloud for performance administration and smooth modification. The successful integration and incorporation of the tool in the company shall be ensured by outsourcing this job to specialists of the area. The clever machines and systems have a broad range of classification and utility in numerous areas starting from Performance MIS to monitoring of performance and having an IS for the staff every one of which has unique different applications in different facets that are necessary to the growth of the organisation. Thus, these mechanisms shall be pivotal in administering, monitoring and examining performance of the staff and are likely to be generating insights which can be utilised as the foundation for other interventions that can be implemented to increase the performance of the staff further.

2.25.6 Fruitful Leadership

As per the independent variable of the research framework of Figure 3.1, This segment shall put attention on qualities of leadership including a conversional frame of mind and charisma of the top authority of the company to ensure leadership on innovation factor. Purpose shall be instituted via the arrangement of intrinsic campaigns. There shall be live broadcast of Town Halls and other relevant contents through the intrinsic company portal of communication on digitization and how modification is necessary as a part of integrating the staff in 360-degree holistic communication. The leader shall put forth this revolution with the support of the authoritative body to exhibit that they are ready to act on their words. The people who respond in the initial stage shall be ambassadors of modification for conducting the process of modification.

2.25.7 Behavioural Treatment for Inducing Positive Outlook

Attitudes of behavior are cognitive and illustrate the relation between behavior and particular events which can also be summarized as particular suppositions. This induces the requirement for an abundance of staff skill which may be utilised for altering behaviors unwelcome in the organisation to develop various required skills to boost performance. Required modifications can be brought about in the staff mindset, thought process and how the staff respond to environmental stimulus in a professional setting by implementing CBT related initiatives. To modify undesired attribute behaviors, firstly careful examination is required of routine staff behavior from which the undesired ones may be diagnosed after which the mechanics of how these behaviors have a negative effect on productivity has to be extracted. The prime negative behavior diagnosed for Axiata is the negative outlook of the staff regarding modification in organisational construction and digitisation. Hence, the interventions to be applied shall address issues the likes of lack of regularity and punctuality in following professional schedule and mental impediments that block performance enhancement.

2.25.8 Modification Administration

The final segment of the path elucidates fruitful administration of modification. The initial intervention undertaken for the process of modification involves the utilization of the DISC Matrix in accordance with Figure 2.5 followed by psychometric evaluations as per Figure 2.26 below which shall be implemented by extrinsic specialists shall display positive intentions to the staff on part of the talent management process.

Typical Process for Psychometric Testing

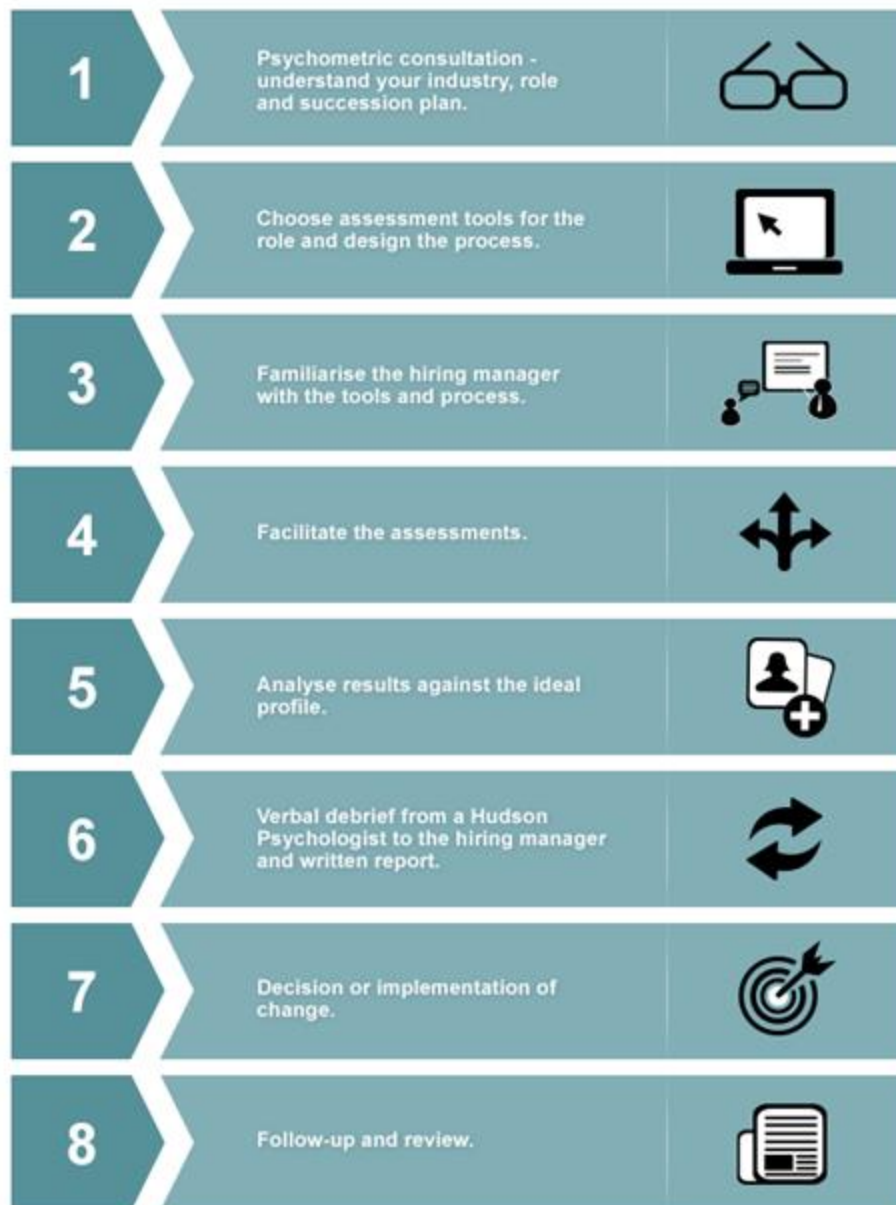


Figure 2.26: Psychometric Inspection Method for Organisational Modification

Source: Conceptual model developed by Author in relation with Beckhard-Haris, Giz and Schein mode on HR transformation

Moreover, as per the existing M.A.D implementation model as per Figure 2.27, the strategy presented underneath will assure a path of activities resulting in victory for everyone and satisfy the staff. On top of it, the independent variable Human Capital as per Figure 3.1 of the research framework will also be addressed into solution.

Our landing on what a Modern, Agile & Digital Organisation is and what Organisation Capabilities it will achieve

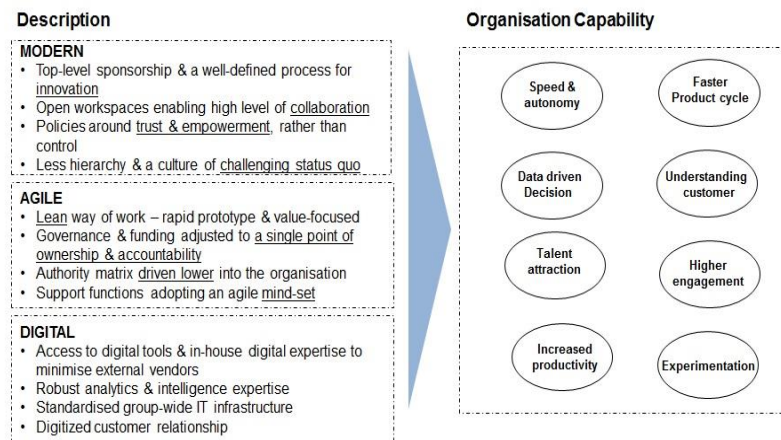
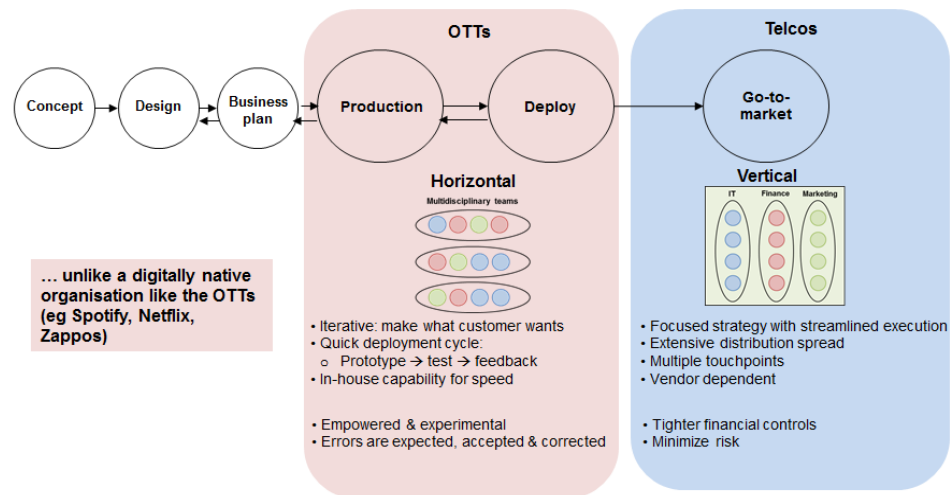


Figure 2.27: Organisational Vicissitude Offering to Generate Consequences of Mutual Benefits

Source: Axiata Model of Modern Agile and Digital organisation

Moreover, the assurance of the prescribed course of action as per Figure 2.28 below, the course of actions will be ensured.

Course of actions towards a M.A.D Organization



3

Figure 2.28: Path with breakdown of steps for converting to M.A.D corporation

Source: Axiata strategic intent for transformation

The proposed modifications aim to generate value through qualitative positive outcomes, encompassing a digital corporate outlook, establishment of a prominent digital brand with innovative offerings and services, emergence as a pioneering organisation delivering cross-functional innovative propositions and services exemplified by ventures like Axiata's ADS and Xpand. The envisioned changes also encompass the development of a highly efficient workspace with digitized procedures, encompassing paperless workflows and an internal communication and scheduling app. These changes are anticipated to yield quantitative results, including a streamlined and lean HR structure, optimized operational procedures, and a revitalized organisational structure and culture, all targeted to be achieved within 2022. The ultimate goal is to transition from these modifications in incremental phases to an enduring transformation, facilitated by the adoption of processes such as lean mechanisms, fostering a digital culture, reducing time between product design phases and market launch, and promoting agility in alignment with the Gantt chart depicted in the document.

2.26 Axiata Gap Scrutiny between Present State and Strategic Ambitions

Axiata has ample reasons for concern due to its struggles to gain the peak position in proportions of the market and revenue it has despite its numerous efforts and steps. The situation is exemplified by the biggest and most ancient TELCO of Axiata i.e Celcom as per Figure 2.29, the state of the Telco sector in Malaysia must undergo massive organisational modification to make itself fit to maintain pace with rapid technological developments and the agile frame of mind of the consumer. The outcomes of the GAP scrutiny performed for the research are provided underneath:

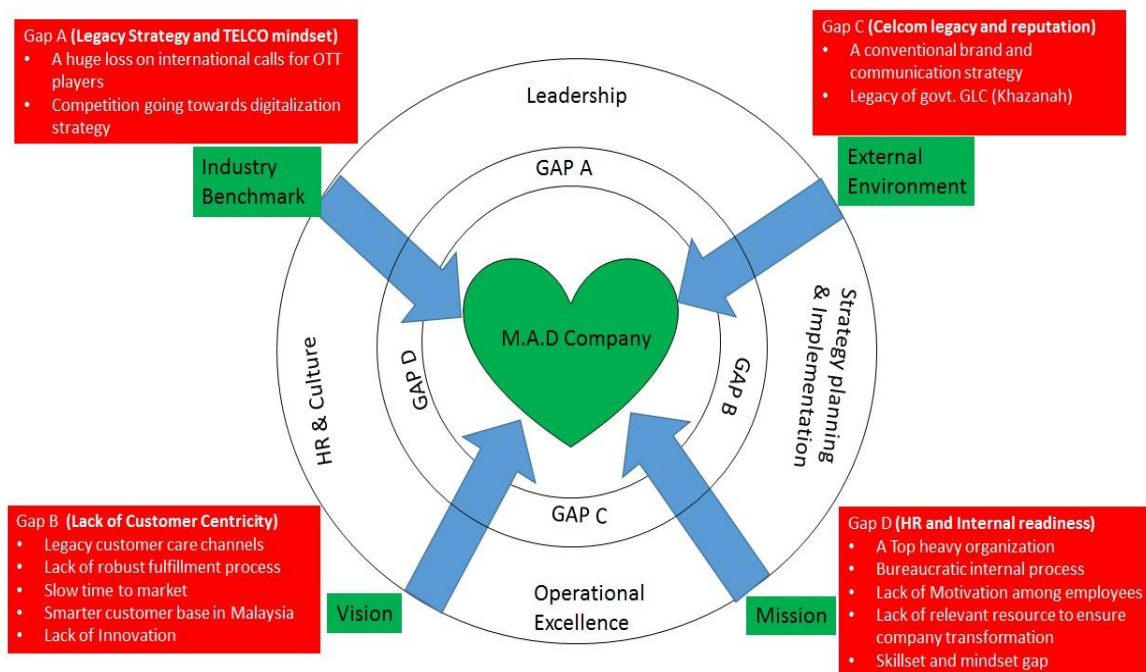


Figure 2.29: Gap analysis for the assurance of implementation of Axiata MAD Company

Source: Conceptual model developed by Author in relation with Beckhard-Haris, Giz and Schein mode on HR transformation

2.26.1 M.A. D Company

Axiata is implementing the MAD culture in the organisation as detailed illustrated and explained in Chapter 1 with the triple core strategy and action points like Figure 1.2 that means it aspires to have the three distinctive properties in its customs to make it “Modern,

Agile and Digital”. This shall lead the process of modification they are currently undergoing. Figure 1.1 contained of the thesis presents the reason behind this modification along with its consequences including innovative propositions, an agile mechanism that can deal with modification aptly in a digital atmosphere to solve the largest flaw of Axiata. Figure 2.29 depicts the intrinsic communication conceptual model for the gaps of an aspired MAD organisation, and another important factor that deserves mentioning is that the conversion to MAD customs and culture reflect the required organisational reformation for Axiata.

2.26.2 Fruitful Leadership

Strategy has its effect on conversion of leadership. It is exemplified by how Michael Kuehner in his two-year tenure devised and implemented the way and speed for impending reformation in Celcom harnessing his agile and conversional leadership art. Despite his contributions, Axiata removed Kuehner and gave the position to the then “Chief Corporate Officer” of Axiata “Idham Nawabi” to appease public sentiments against having a CEO of foreign origin and now Nawabi bears the responsibility of carrying the torch of modification forward (Thesis, 2018). The effectiveness of leadership is the key determinant behind the degree of success of the organisation in solving the holes that were diagnosed and discussed in the document (Endo & Afram, 2011). Even after the merger between Celcom and Digi, the non-Malay leader of Digi is positioned as the deputy CEO where Idham will continue as the CEO of Celcom Sdn Bhd.

2.26.3 Designing and Executing Strategy

The issue of declining revenues has been addressed by the acquisition of Gen Y and immigrant labors who are an attractive market with offerings that offer extra value in combination with OTT offerings and Fintech facilities (Mizanur Rahman, 2013).

Modifying their frame of mind from the conventional antiquated TELCO mindset is imperative for Axiata to strengthen their foothold as per Figure 1.2 on the triple core strategy and gain peak position in both tech and OTT sector. Axiata cannot but design new

strategies and recruit new staff who are a better fit for the company to continue its future endeavors for achieving their goals that starts with the organisational transformation.

2.26.4 Operational Excellence:

Adjusting to new technology innovation gives rise to new complexities which strengthens the need for superiority in operations. The crucial components for success are not bound only to tech related innovation and reduction of CAPEX (Khoo, 2015), it is also reliant upon dexterous operations and retaining the solutions and architecture which were performed and executed. Intrinsic reformation is also one of the matters with the greatest importance for determining the success of Axiata in its objective of attaining digital dominance. Thus, the organisation has to ensure efficient administration and capitalization of the prospects and advantages of technology while subduing the associated risks. The theory provided by “Bryan J Weiner” on Readiness of a company described in a latter segment of the document in accordance with Figure 2.26 can bring about superiority in operations with its successful integration aiding in the process of modification. Moreover, the independent variable of the research framework as per Figure 3.1, operational efficiency will be addressed.

2.26.5 Culture & HR:

An enormous flaw of Axiata lies in its HR and Customs. Despite performing a 360-degree feedback program utilizing the Tower Watson survey to scrutinize the staff illustrated in Figure 2.30.

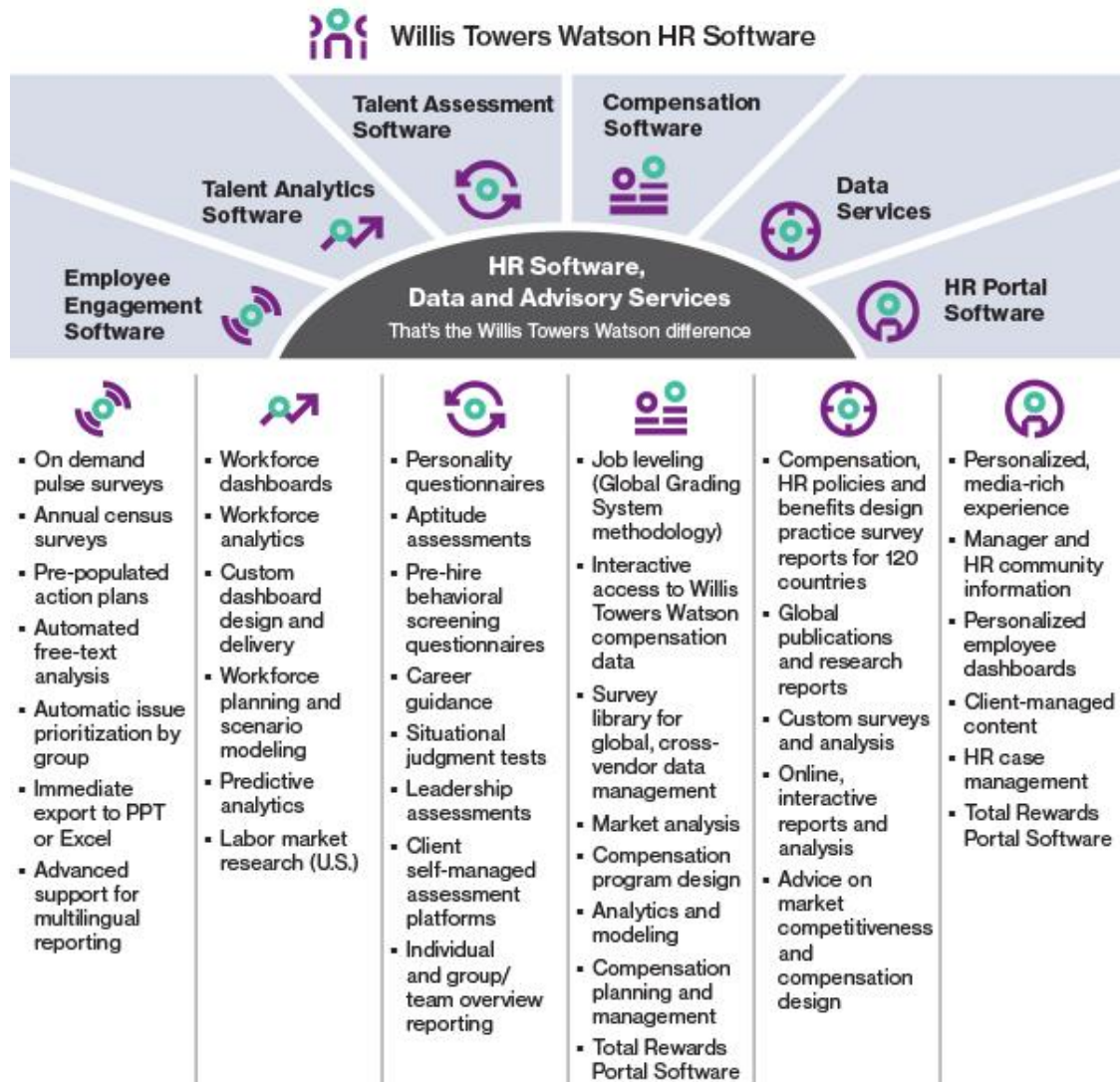


Figure 2.30: Framework for 360-degree holistic assessment by Tower Watson

Source: Axiata Tower Watson framework for execution

Here, the present authoritative team went on about their business of ruling their kingdom without paying any heed to the outcomes (Rana & Hashmi, 2015). The staff delegated both their time and resource for flattering and making connections with their superiors to achieve their own interest instead of working properly on their jobs which is maximizing value for the owners as depicted in Figure 1.1 as per the assurance of triple core strategy. It is possible for Axiata to attain its objective of digital leadership within 2022 by utilizing the model of modification provided by “Kurt-Lewin” as per Figure 2.4 and replacing and

reforming its leadership to facilitate the smooth application of Project Spearhead, the transformational model illustrated in Figure 2.31 in later part of this thesis.

2.27 Mitigation Tactics grounded on findings from GAP inspection

The upcoming sections shall elaborate and elucidate solutions for the 4 diagnosed holes in accordance with Figure 2.29 of the document.

2.27.1 GAP A- Legacy Designing and Conventional Telco Frame of Mind (Industry Benchmark):

Axiata demonstrated smartness in recognizing the requirement for modification and initiating digitisation process as depicted in Figure 2.29 of the document. Axiata according to the model shall convert itself into an organisation that does not limit its offerings to its consumers to solely conventional TELCO services. Axiata has multiple plans to bolster their services including convergence of mobile services along with provision of 4G network, partnering for WIFI, etc. To enhance the quality of the platform, they will collaborate with their sister concern Xpand which specializes on IOT and OTT (XPand detail). Axiata has also formed its novel digital SBU that focuses on enriching the digital base through acquiring and partnering with different organisation to ensure the ability to provide a diversified bundle of offerings. ADS hold the responsibility for development of Apps and Content (ADS _ Axiata) to transform the conventional VAS currently provided to digital propositions for the consumers with a lithe team. The conceptual model “Project Spearhead” as per Figure 2.31 in the later part is recommended is assured to address the holes diagnosed in the research and mitigate those, the details of which shall be provided later in this thesis.

2.27.2 GAP B- Dearth of Consumer Centricity (Vision)

Axiata’s declining share of the market may be attributed to a few factors including not being customer centric and complicated process for activation and billing (De Bruyn & Kuddus, 2005).

As an example, this is illustrated by the visions set by Celcom, one of the top MNO of Axiata group which are provided below:

Attaining top position in both revenue and share of market in Malaysian TELCO sector by being customer centric.

Being the highest chosen supplier of digital services in Malaysia within 2021.

The faith of the customers shall be regained by a few measures including introduction of digital avenues, operations through establishing simplified Enterprise Resource Planning based on cloud and user-friendly applications that customers may easily use to meet their needs (Rahman & Yeoh, 2008). Spearhead shall also address this hole as explained later in the thesis.

2.27.3 GAP C- Legacy and Reputation (Extrinsic Environment)

Axiata is likely to face more amicable situations due to a few reasons which include the declaration of the probability of a merger of two TELCO behemoths Telenor Malaysia and Axiata and as a member of GLC because of the removal of the antediluvian leadership from the top administration of both Axiata and Khazana (Tan Sri Jamal resigns from Axiata and Tan Sri Mokhtar resigns from Axiata, 2018) (Online, 2018).

2.27.4 GAP D- HR and Intrinsic preparedness (Mission)

Evident in Figure 1.5, the DISC matrix shall be employed to profile the entire staff of Axiata assisting in evaluating, improving, retaining, rectifying, and finally terminating people with antiquated frame of mind. ERP mechanism shall increase pace of activities completed in the organisation by breaking down activities for days, weeks and months with relevant targets utilizing the digitized mechanism for approving actions, maintaining oversight, providing insights and real time dictation of the entire hierarchy of Axiata as appropriate (Jolly & Reeves, 2005). Here the theory of cultural change as Figure 2.25 shall be applied.

2.28 Abstract Framework for Solution

On reflecting upon extrinsic situations as per gap inspection as per Figure 2.25 and solving the problems diagnosed and discussed earlier in this portion and finally in following in line

with the model for modification presented by Gervaise R Bushe contained in Figure 2.22 of the thesis, it is our utmost pleasure to exhibit “Project Spearhead”. The framework has been designed particularly to solve the problems of Celcom and the rest of the MNOs and to cater to its specific conditions for guiding the process of alteration for Axiata and ensuring the attainment of its objective of digital leadership within 2022. Moreover, it generates the independent variable operational efficiency as per the research framework independent variables as per Figure 3.1

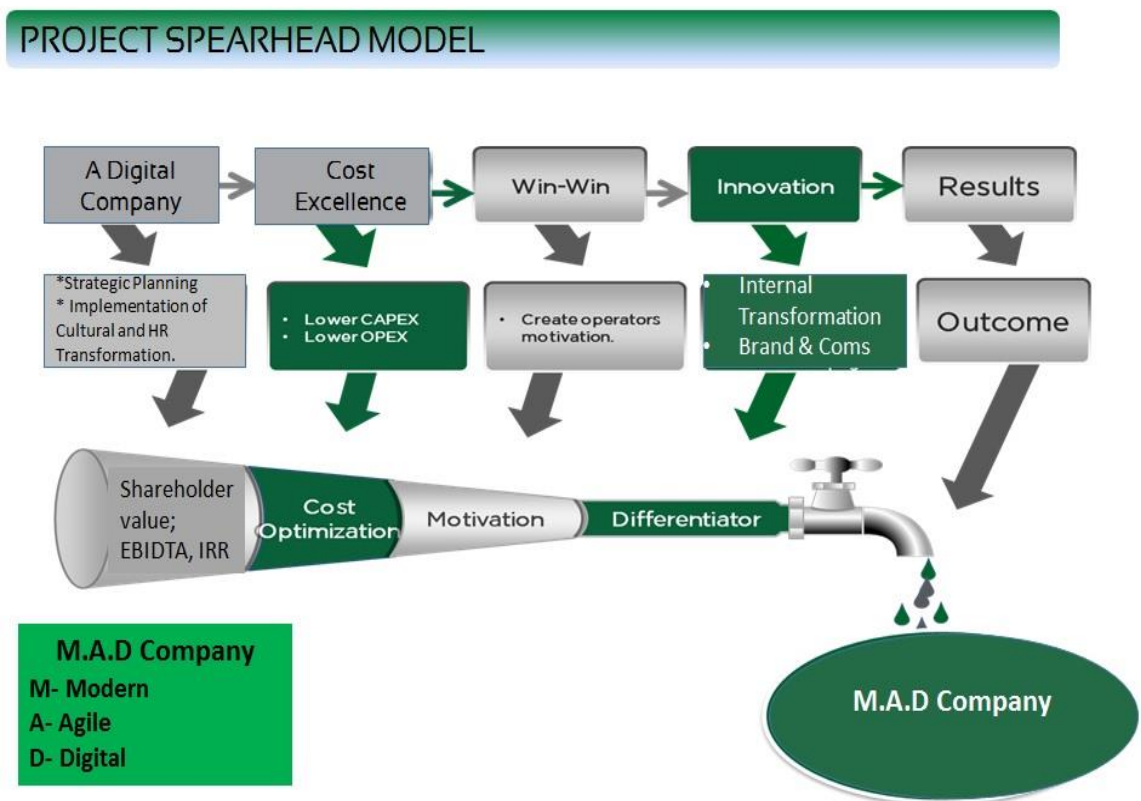


Figure2.31: Project Spearhead Model

Source: Conceptual model developed by Author in relation with Beckhard-Haris, Giz and Schein mode on HR transformation

Brief description and elucidation of the framework is presented in brief underneath:

The model is easily comprehensible and not complex to ensure there is no dissatisfaction or resentment in the staff in the time preceding and following the application of the model for organisational vicissitude.

2.28.1 A Digital Corporation

The initial steppingstone of the model is converting to a “Digital Corporation”. Despite sounding simple, it has the most depth and shall be most impactful and complex among the components of the framework. Converting to a digital corporation ensues adopting the most modern technologies, developing and upholding robust procedures and IT systems, superiority in operations and high degree of nimbleness of staff. According to the framework designed by Bushe presented in Figure 2.2, modifying the organisation has to be successfully completed by the staff as it is their effort that generates necessary results that can then be mirrored in wealth of owners, dividends, IRR and EBITDA.

Thus, to survive and thrive in the modern era with fierce OTT competitors such as WhatsApp and Viber, having the blessings and wholehearted support of the owners is of paramount importance to prevent these OTT players from clawing on revenues of Axiata further. Corporations such as Google and Facebook pose the very real impending threat of entering the digital TELCO sector and transforming themselves to digital TELCO companies. Following on the footsteps of Rogers and Verizon hailing from Canada and USA respectively, it is now high time for Axiata for penetrating the area of supplying digital services. This long duration strategy thus has a high likelihood of producing value and being feasible.

2.28.2 Superiority of Cost

The next crucial part of the model is curtailing expenses to achieve superiority in terms of cost:

The expense for network constitutes one of the highest expenses for TELCO that requires cost saving exercises on the capital expenditure. This complexity necessitates proper examination and two significant expenses need reduction. These expenses comprise of IT and network. To curtail cost of network, Axiata must reform their entire team for network

with vendors who specialize and are accomplished in reducing CAPEX. The team for network will face 45% downsizing and reformation into a flatter hierarchy. Dependence on third party for resources shall be diminished by sending little groups to various areas according to requirements. IT CAPEX shall be curtailed to a large degree via the implementation of cloud. IT protection and team for handling hardware shall be led by a Cloud expert and shall face downsizing of 80% with the abolition of the team overseeing email servers.

The operating expenditure will receive the most significant cut from network OPEX which shall be curtailed significantly by a reformation of 45% of existing resources in the covered regions lowering the expense for rolling network via engaging third parties.

Executing cloud shall result in 15-20% savings of IT OPEX from diminished annual expenses for maintenance.

2.28.3 Win-Win:

The initiative that bears the highest level of significance among the ones taken for organisational modification is the particularly created plan to convert into a M.A.D culture. The ultimate target to be achieved is capacity of the company will be implemented with the Figure 2.25 on the theory of culture change by Edward Schein. As illustrated in Figure 2.26, the fact that all TELCOs and OPCOs as mentioned in Figure 2.15 as per triple core strategy bears the responsibility for applying the plan designed by Axiata is ideal.

2.28.4 Innovation:

Innovation constitutes the final portion of the puzzle of operation Spearhead to modify the organisation. Cultivating innovation and a supportive atmosphere that encourages out of the box creative thinking within the organisation and making sure it permeates to every layer of the organisation is mandatory for attaining digital dominance within 2021. The model of Beckhard Harris model as per Figure 2.3 will be followed on the organisational transformation towards innovation. The concept of utilizing innovation as an agent of

modification for the organisation is presented in the diagram below which elucidates its role in conversion to a M.A.D organisation.

Curtailing cost and securing superiority in operations is the initial task to be completed in accordance with Spearhead model and diagram overhead for cultivating and promoting innovation. Focusing on innovation and developing diverse services away from the core actions of the organisation is the next intervention. Digitizing the activities of the organisation is the following step. The following step involves creation of distinctive comparative advantages and novel business methods assisted by forming necessary partnerships to offer distinct value to the consumers. Proper administration of the extrinsic environment is of paramount significance following the restructuring of the industry to assure proper administration of regulatory stipulations with a fair environment and regulatory framework for the industry and setting the number of TELCO operators to 2 or 3. The subsequent portion involves formation of a balanced portfolio with adequate focus on both earnings and growth. Attainment of sustainability and correct holistic approach for managing expectations and value generation for owners and stakeholders is the following step. Finally, the M.A.D intervention shall bear the onus of modifying both culture and operations in the right direction for attaining organisational goals. Executing the plan entirely and completing different steps of the plan shall be quite hard if the organisation cannot ensure innovation and diligent implementation with the assistance of cogent matrix for managing responsibility.

2.29 Achieving organisational modification with blueprint for execution:

The flashcard prepared for Operation Spearhead, called “Hibiscus of Transformation”, is exhibited below with much pleasure. This will serve as a reminder for the staff who will store this either in their wallets or workstation for the appropriate implementation of the project.

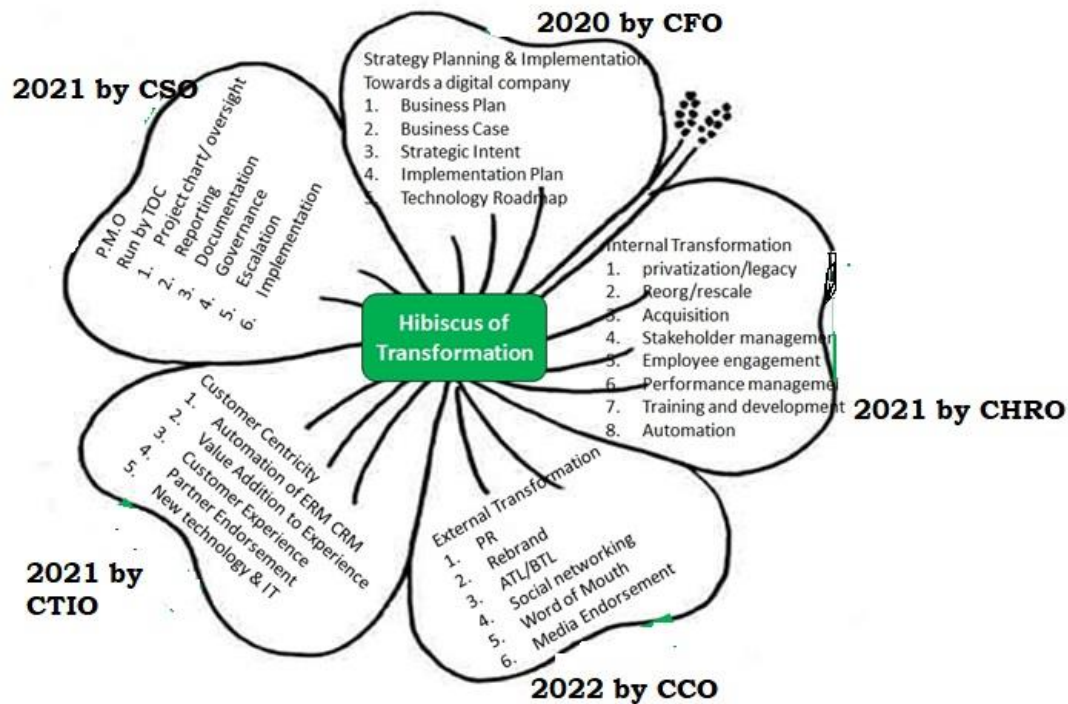


Figure 2.32: Application tactics with Blueprint of the Abstract model (Application Hibiscus)

Source: Conceptual model developed by Author for HR transformation roll out

The Hibiscus is now elaborated and elucidated as per the effective and efficient communication strategy as per the prescribed research framework on independent variable Communication effectiveness of the thesis Figure 3.1.

2.29.1 Strategy Preparation and Application to attain a digital organisation:

The CFO of Axiata group shall collaborate with other cross functional authoritative teams of Celcom to supervise and conduct the procedure for preparing and applying strategy. An outdoor get-away shall be organized for devising strategy where strategic intent, blueprint for business, guideline for application and tech in addition to business blueprint and scenario for 3 to 5 years will be devised. The outdoor event is in line with and develops the bits and pieces presented by the CFO in 2020. There shall also be assurance regarding support and ratification by the board from the CFO after word with relevant regulatory and extrinsic bodies.

2.29.2 Intrinsic Conversion:

The fact that there were a number of modifications both little and large in the authoritative and hierarchical structure deserves notice. It is necessary to evaluate and scrutinize these interventions to comprehend their impact on the organisation, their alignment with the objectives of the organisation and their contribution towards modification of the company. The head of HR of the group, the CHRO in light of the Weiner model shall conduct and supervise the method of improving the degree of readiness of the business, talent administration, provision and execution of training, reformation and rescaling of the organisation to guide it in the direction of its goal.

2.29.3 Extrinsic Conversion:

The CCO of Axiata group after attaining required readiness of the company by two years as per Spearhead will conduct a 360-degree communication effort to erase old personnel and outdated perception of the business via positive communication tools outlined in the Hibiscus. GIZ with its impact in accordance with Figure 2.5 shall assist in proper execution of the extrinsic conversion of the organisation.

2.29.4 Consumer Centricity:

Consumer centricity as a segment of the M.A.D initiative shall provide improved customer experience by harnessing technology and modification to satiate the particular demands of customers. The project shall be led by the CTO of the group for three years with completion in 2021. The 8 interventions prepared by Kotter as per Figure 2.9 shall be useful in completing the path to a M.A.D organisation.

2.29.5 Execution to be performed by Project Management Office (PMO)

The CEO of the group shall head Steerco which shall supervise the procedure of implementing the project by a capable team for managing the project.

2.30 Strategic Thinking and Critical analysis around Axiata Sdn Bhd

Axiata Focus completely on the Mobile TELCO Industry after a demerger in 2007. Their goal was to extend their activities across Asia in order to establish themselves as contemporary rivals. There has been numerous studies and the strategic governance model as presented till above, such as strategic strategies, ratio analysis, investment trends and custom-made conceptual structure through this study, it is found that the financial status of Axiata is in a fragile state.

Another risk factor for Axiata is that its rivals are thriving and advancing smoothly in the market. Axiata must spend a large sum of money to pay interest on its borrowings. Although they have a professional R&D department, the Board of Directors did not find the performance of the new business initiative satisfactory. By exploring new markets or extending their existing consumer base, they have chosen to increase their revenue margin. A proper analysis of market results based on SSM methods was carried out in order to recommend the most feasible approach. Soft Systems Methodology (SSM) is a useful tool developed by Checkland that allows problem solutions to be analysed by consultants. The framework defines, analyses, and familiarizes itself with the issues facing the organisation in unusual circumstances. In this mission, Axiata introduced SSM and the framework suggested growth factors, such as the implementation of the Rich picture, the proposed transformation, and plans for action to solve the problems.

As the backdrop of the research problem of this thesis for Axiata, it has been figured out the status quo. In this section as the background of Axiata status quo, it is very critical to capture the problem statements from SSM perspectives and the initiatives and thus it has been proposed five transformation plans with this knowledge, equipped with relevant subsystems that can boost Axiata's business development. Via the thesis body, all draft plans are adequately addressed, and the annexes have ensured detailed debate and support. If the new plans are adopted in the future, Axiata will be able to retain its sustainability and continue to be a leader in the telecommunications industry in order to drive Asia forward.

This part is important to understand the requirement and dire necessity of Axiata transformation towards a digital company that will require employee profile enrichment and assurance of an agile squad. Detail is described in this section of this thesis.

2.30.1 Terms of reference

The Terms of reference of this section of the thesis on the Strategic Thinking and Analysis of Axiata Sdn Bhd is outlined below.

2.30.2 Goals of the thesis

Focused on the status quo of Axiata Sdn Bhd as shown in Figure 1.1 of this thesis, the main objective of this study is to assess the efficiency and competence of the current strategy and management of Axiata as shown in Figure 2 of this study.

2.30.3 Needed Reviews and its reasons

The rationales for delving into the study of strategic planning and critical analysis are as follows: Firstly, the insufficient growth trajectory of Axiata within its core telecommunications sector; secondly, the intricate transition of the telecommunications industry towards a long-tail strategy; thirdly, the evident imbalance between strong operating costs and benefits, supported by various studies in Annexure B Figure Annex 2; fourthly, the inherent volatility of industry innovation and the broader ecosystem; fifthly, the continuous shifts in the global economic landscape and the challenges faced in managing high-voltage loans; and finally, the imperative need to revamp human capital to effectively navigate the dynamic evolution of the telecommunications ecosystem.

2.30.4 S.O. W of this thesis

The key Statements of Work (SOWs) for the consultant to comprehensively address in this thesis encompass: conducting an analysis of the existing Axiata strategy, evaluating its policies and operations; adapting the operational status quo based on a thorough review of the current situation; examining the strategic purpose, foundational aspects, and operationalization recognition to identify crucial domains; evaluating the capacity of the

prevailing financial and administrative structure; conducting a comprehensive assessment of roles and responsibilities within management; devising customized solutions aligned with the company's requirements, incorporating both academic and conceptual models for effective implementation; and finally, proposing a RACI (Responsibility, Accountability, Consultation, and Informed) framework along with resource requisites to successfully attain the strategic objectives.

2.30.5 Deliverables Needed

This thesis shall, with the assistance of various exercises, include a roadmap with suggestions for strategic improvements with a simple RACI matrix.

2.30.6 Situational Study of Axiata

As per the current titivating here in Axiata, the outline of the recently crafted Axiata Triple Core Strategy defined in Figure 2.

2.30.7 Axiata's Competition Research

Axiata 's SWOT analysis helps to assess how the enterprise has evolved, taking into account internal characteristics and external impacts. The strength, weakness, opportunities, and threats of Axiata, which is suitable for business management, are described and evaluated in this study. Several of the sectors under Khazanah and the rest of the Conglomerate reflect these types of variables.

A company's external situation can be understood by using Porter's 5 forces and performing an external analysis of the environment. This study analyses the external world and determines the appropriate effect on the business. It is given below.

Porter's Five Forces Assessment:

Table 2.8: Michael Porter's 5 forces

Competitive rivalry HIGH	Buyer power HIGH	Supplier power HIGH	Threat of new entrants HIGH	Threat of substitute products HIGH
<p>More investment in Technology: All TELCO groups are investing heavily on technology to provide reliable customer service and ensure security measures for clients.</p> <p>Number of competitors: Apart from competition in Core services by big TELCOs like SingTel, Axiata also now have competition in Non core business. Their launched ecommerce website called 11thstreet.my has fierce competition from Lazada.com</p> <p>Customer Churn cost: The switching cost is low due to fierce competition in OPCO operators.</p> <p>Innovative Delivery: Though Axiata is concentrating on Advancing Asia yet there is a serious concern on Quality from international players like Telenor group from Scandinavian region.</p> <p>Customer loyalty: competition from all markets in the industry, along with the intense price war had led to a decline in the number of loyal customers.</p> <p>Level of advertising expense: Due to strong competitive rivalry, continuous promotional activities are important, causing higher expenses.</p>	<p>Clients possess a higher bargaining power because of a relatively low switching cost due to the number of operators present in the industry.</p> <p>Core Business of voice and data generally been less rate-sensitive; however, rising competition in this market segment have made it considerably more price sensitive as a number of MVNOs are entering into different segments.</p> <p>Corporate clients have also become more price sensitive compared to the past, as their access to solutions have turned out to be a lot easier.</p> <p>Different institutions and service providers are now growing rapidly, providing different facilities as substitutes for the TELCO services which giving customers greater access and increasing their switching options. High level of fixed costs and variables costs incurred by the industry creates extra pressure to capture more customers.</p>	<p>Both Consumer and corporate customers are the main suppliers of funds for TELCO industry.</p> <p>Corporate customers possess significant powers as other TELCOs are approaching them for tailor made solution and aggressive pricing.</p> <p>Consumer customer penetration is largely based on the market. Therefore, the power of intermediaries is often considered to fluctuate between medium to high.</p> <p>The resources are not balanced across the OPCOs. So, some OPCOs get preferences and leverages over others due to relationship with Axiata HQ.</p>	<p>The government is facing continuous pressures all across the OPCOs with unfair tax burdens. In the past few years, a number of new Tax regime and homogeneous licenses have been awarded that cannibalized various market.</p> <p>The disruptive operators like Reliance Jio are entering with long tail strategy with extreme subsidy towards business entrance that is creating wrong precession.</p> <p>The switching cost is also low giving incentives to new entrants.</p>	<p>Some of the TELCO industry's largest threats of substitution are not from rival TELCO but from non-TELCO institutions. Thus along with the core TELCO services OTT players like Whatsapp, Messenger, IMO and so on are the biggest threat.</p>

Source: Conceptual model developed based on Porter's five forces for Axiata

2.31 Axiata Status Quo Risk Management System and its Assessment

As per Figure 2.10, it can be seen the Risk Management system of Axiata and its assessment, described in detail.

2.31.1 Main Challenges of Axiata:

2.31.1.1 Axiata Sdn Bhd Prospects

Juridical proceedings:

For Axiata, the expense of legal proceedings has been steadily rising. In other countries, there are several pending lawsuits. The financial results in those countries were also not sufficient. The risk profile was also serious in some of the OPCOs, as per Table 2.3 about Unfavorable Tax Regime.

The significant amount of funds borrowed:

In Annexure C, Axiata has substantial quarterly borrowing amounts that influence the company's operations. On the context of the TELCO CAPEX hungry industry, the long-term debt is also immense.

Supplier Dependency:

For raw new core business development, Axiata is heavily dependent on several third parties, platform partners, Dev Ops group and content providers. It can also slow down the activity of Axiata if there is any dispute or disturbance in the relationship, which in turn would affect its revenue.

On the basis of the comprehensive risk assessment as alluded, the specifics of the main problems are set out and the comprehensive GAP Analysis exercise will now be carried out as follows.

The external environmental analysis is given by Figure 2.30, In terms of transformation strategy and business value management, a cross-referral review was performed.

The later part of the thesis details the formulation of problem themes systematically.

The problem statement for Axiata Sdn Bhd, derived from the preceding GAP analysis, includes the following aspects: firstly, the absence of a strategic aim and innovative core, characterized by incongruence in both management and employee readiness for the future, inadequacy in problem-solving and risk management protocols, reliance on outdated technology, incorrect pricing strategies, and sluggish network performance, coupled with insufficient training for dealer and retail staff; secondly, outdated financial management practices, highlighted by the lack of comprehensive assessment of Service & Maintenance Expenses (S&M), leading to escalated costs for repairing legacy system disruptions, and a dearth of suitable evaluation for current business partnerships and associated benefits; thirdly, antiquated customer service and loyalty management practices, manifested by the absence of consumer profiling and an inability to harness Big Data capabilities, which is further exacerbated by burgeoning customer demands, impacting the company's reputation and triggering a surge in demand for offshore roamers; fourthly, the presence of intense internal and external competition, with heightened rivalry from companies like Telenor and SingTel, as well as a significant base of over-the-top (OTT) players; finally, the challenge of an unfavorable tax and regulatory environment, marked by frequent alterations to the approved OPCO rules and regulations, a cumbersome registration process, and a convoluted strategy resulting in reduced sales potential.

2.31.2 Recommendation for solutions based on the documented issues from GAP

Analysis

Below are the solutions based on the SSM approach, centered on the problems of strategic thinking and critical analysis:

Table 2.9: Solutions based on the SSM Approach

Sub Systems	Sub Systems	Seq of Acts	Actions	Feasible	Desirable	Doable
SS1	Strategy Development & Operations	1	Comprehension of business & consumer needs by survey	Yes	Yes	Yes
		2	Recognizing the spending patterns of OPCO clients	Yes	Yes	Yes
		3	Strategize business expenditure	Yes	Yes	Yes
		4	Plan shopping center sites	Yes	Yes	Yes
			Automation of systems for registration	Yes	Yes	Yes
		6	Cohesion of Product and Solutions	Yes	Yes	Yes
		7	Arrange for external accreditation	Yes	Yes	Yes
		8	Collaboration with current digital media partners such as Facebook	Yes	Yes	Yes
		9	Consistent acquisition for business growth	Yes	Yes	Yes
SS2	IT and Infrastructure		Assess the efficiency of vendors in operating the systems	Yes	Yes	Yes
		11	Evaluate contract management for suppliers	Yes	Yes	Yes
		12	Evaluate and address current problems that always makes the service unavailable	Yes	Yes	Yes
		13	Analyse the current coverage of networks	Yes	Yes	Yes
		14	Collaborate closely with all OPCOs on network coverage and fees	Yes	Yes	Yes
			Evaluate the useful life of current technologies	Yes	Yes	Yes
		16	Evaluate the gap between existing technology, billing & network platforms (Cloud focus)	Yes	Yes	Yes
SS3	Partners & Customer Centricity	17	Streamlined product & policy to minimize consumer ambiguity	Yes	Yes	Yes
		18	Reskill client service, dealer, retail hub on regulations, product and strategy	Yes	Yes	Yes
		19	Assess the incentive scheme for loyal customers	Yes	Yes	Yes
			Enhance distributor partnerships	Yes	Yes	Yes
		21	Structured support for charity	Yes	Yes	Yes
		22	Develop excellent CRM Systems	Yes	No	Yes
		23	Suggest regulators to change existing regulatory regime	No	Yes	No
SS4	Enhancement of HR	24	Promote a culture of change inside business via leadership speech and education	Yes	Yes	Yes
			Lure digital talent by recruitment	Yes	Yes	Yes
		26	Create job opportunities for fresh graduate by partnerships with universities	Yes	Yes	Yes
		27	Evaluate the current structure of the company & compensations	Yes	Yes	Yes
SS5	Innovation Brain Trust (IBT)	28	Innovative approaches to reward payouts	Yes	Yes	Yes
		29	Discover virtual ways to improve existing output	Yes	Yes	Yes
			Broaden the portfolio of goods towards innovative goods	Yes	Yes	Yes
		31	Invest & expand to new digital start-ups	Yes	Yes	Yes
		32	Attract new customer segments by developing IOT solutions	Yes	Yes	Yes
		33	Create proprietary cellphone brand	No	No	Yes

Source: Soft System Model for Axiata transformation

The later section of this study addresses the action elements that are not entirely feasible or essential for Axiata. The current framework contains 33 actions elements in total where SS4 is the main deliveries under this thesis on the organisational transformation and employee profile enrichment.

The implementation of the plan must be carried out in accordance with the priorities of the sub-systems, where SS1 is the highest priority and SS5 is the least important priority. Each subsystem also consists of individual actions that are numbered. These acts are prioritized in a linear sequence, where No. 1 is performed first, and No. 33 is performed sequentially at the end.

2.31.2.1 SS1: Strategy Development and Operations

The action elements from 1 through 8 must be composed of features that allow Axiata to solve problems such as enhancing Strategic & Critical Thinking, creating a competitive advantage over their competition, and improving marketing and total customer loyalty. As the company has a large customer base, all of the activities can be carried out as desired by Axiata, and the activities can be done with minimal effort and expense. To control these processes, a new strategy team should be named.

Action element 9: Via merger and acquisition, Axiata will continuously concentrate on inorganic development, where they must ensure the acquisition and start-up of global TOWERCOs. The core business, on the other hand, must be built through mergers.

2.31.2.2 SS2: IT and Infrastructure:

For Axiata, action plan No. 10 to 16 is crucial as these plans will significantly enhance the process of financial management, improve brand loyalty and will be able to fix rivalry by reassessing current seller, S&M, technology, billing & network coverage. These policies are feasible and attractive as they help shareholders raise their customer rate due to the declining rate of loss and increased coverage. These action plans may be enforced by setting up a task force under the leadership of the Sourcing and Technology Team.

2.31.2.3 SS3: Customer Centricity

The Action Plan No. 17 to 21 is important because it is directly connected to consumer needs and enhances customer service. The rewards program and strong brand recognition are two major factors that allow Axiata OPCOs to retain loyal customers. Via a simple enrolment plan and improved customer support offered by the customer service department, distributors and suppliers, the business reaches new customers. As this will improve ARPU when an increased number of clients decide to join Axiata OPCOs, the strategy is both feasible and necessary. These strategies should be handled by the customer support and marketing team's upper management.

As CRM systems require high capital no.22 should be enacted at a later stage. A slower rate of return is expected in the meantime.

The constant changing nature of regulatory bodies across OPCO countries makes No. 23 unfeasible, as negotiations are much tougher. Thus, this plan shouldn't be enacted

2.31.2.4 SS4: Enhancement of Human Resource

The action plans numbering from 24 to 27 is both feasible and desirable as they require lower investment and are easy to execute. This is structured under SS4 due to its postponed returns. It takes a certain amount of time to see the benefits when it comes to hiring digital talent, working with universities, enhancing training and reviewing the existing pay structure. To gain any sort of advantage, it will take a minimum of 3-5 years. This will also indirectly boost the brand value of Axiata 's subsidiaries as young people are given the opportunity to work in an enterprise and, in turn, gain a competitive edge by creating a digital initiative. The Human Resources and Employee Growth group should be named to work on this. This thesis will cover mainly this strategic thinking and analysis to be implemented on the effective and efficient organisational transformation through employee profile enrichment through ensuring the proper culture.

2.31.2.5 SS5: Innovation Brain Trust (IBT)

Action Plan No. 28 to 32 is viable, feasible and desirable and needs to be implemented as soon as the success of Axiata is anticipated. Taking into consideration the problems and demands found, once SS1-SS4 is completed, lower priority should be given to SS5. SS5 can be carried out by building a small, agile team to find new ways to achieve a mission and to discover digital solutions. Axiata will go on to work on an ambitious product portfolio, invest in digital start-ups and cultivate its own IOT solution once the digital talents have been hired. Such activities can increase the Axiata service 's revenue and satisfy customer demand. To build and handle the new team, an innovation manager should be named.

The action plan 33 states to create a proprietary smartphone brand. This will not be feasible as it won't be able to compete with the likes of Samsung and Apple and should be discarded.

2.31.3 A Productivity and Growth Framework for Axiata Sdn Bhdn

The market practice differences defined for urgent action are based on this model below, according to Figure 2.30 of this thesis.

Table 2.10: Divergences in Business practices

Sequence	Theoretical Template Actions.	Global reality / Axiata Current Activity	Future Steps
1	Comprehension of business & consumer needs by survey	The study is conducted via simple SMS. There is Inadequate feedback to draw conclusions	Designate a third-party polling firm to conduct periodic timeline polling sets. It is led by a strategy team
2	Recognizing the spending patterns of OPCO clients	The business intelligence team collects the data, but there is no proper focus on comprehending it.	Formulate and lead a thorough analysis by the Strategy Team
3	Strategize economic growth	The finance department discloses expenditure quarterly, without end-to-end strategic planning.	Develop and lead a systematic review through the strategy team
4	Plan retail center sites	Not in place	Develop and lead a systematic review through the strategy team
5	Automation of processes for enrollment	Not in place	Develop and lead a systematic review through the strategy team
6	Product and Solutions Synergy	Ad-Hoc basis whenever rival changes their strategy	Develop and lead a systematic review through the strategy team
7	Arrange for external accreditation	There are no proper instructions by which to receive substantial certification.	Develop and lead a systematic review through the strategy team
8	Collaboration with current virtual media partners such as Facebook	No official discussions as of yet	Designate the Strategy team to continue existing discussion
9	Constant acquisition for business growth	Assessment of ongoing Non-Core initiatives	Acquire non-core business: edotco and adopt mergers for core such as: Robi Axiata Ltd
10	Scrutinize the efficiency of vendors in maintaining the systems	Not in place	Create a research team that will be led by the technology team
11	Evaluate contract management for suppliers	Generally, only occurs during contract renewal and only for suppliers with a potential cost increase.	Create a research team that will be led by both the technology and sourcing teams in collaboration
12	Evaluate and address problems that always makes the service unavailable	The situation is currently on a reactive mode, whereby engineers fix issues with root cause.	Create a network audit team that is led by the Technology team
13	Evaluate existing network coverage	The emphasis is on high-density or urban areas. Low density or rural areas may be ignored.	Create an audit team that is led by the Technology team
14	Collaborate closely with all OPCOs on network coverage and fees	Only work closely when issue thesised by customers	Create an audit team that is led by the Technology team
15	Evaluate the useful life of current technologies and Gap	Only sunset those which are critical but no proper roadmap for other less critical service	Establish an investigation team and lead by Technology team
16	Simplified product & plan to reduce confusion to customer and reskill	No existing leaders. Completely demand based training	Strategize a process led by the marketing team
17	Assess the incentive scheme for loyal customers	The existing incentive scheme is very limited	Formulating a campaign to set up a marketing & technology-led customer reward system
18	Enhance distributor partnerships	Currently in place but not regular	Set up a framework that is led by the sales team
19	Structured support for charity	Hardly any in place	Create a sustainability team that is led by marketing & corporate affairs
20	Develop excellent CRM Systems	Not in place	KIV
21	Suggest regulators to change existing regulatory regime	Not in place	KIV
22	Promote a culture of change inside business via leadership engagement	The current culture mostly pushes to achieve one's own goals. It doesn't nurture leadership	Arrange for a regular motivation session by all heads of departments. It is to be led by HR
23	Lure digital talent by recruitment	It is in the works but there aren't many opportunities.	Collaborate with other teams in order to get the necessary candidate requirements information. Led by HR
24	Create job opportunities for fresh graduate with universities	Not in place	Develop a partnership with local universities, led by the Human Resource Team
25	Innovative approaches to reward payouts	Not in place	Create an Innovation Brain Trust, the one stop governance of innovation.
26	Discover virtual ways to improve existing output	Not in place	Create an Innovation Brain Trust, the one stop governance of innovation.
27	Broaden the portfolio of goods towards innovative goods	No big new portfolio of products	Create an Innovation Brain Trust, the one stop governance of innovation.
28	Invest & expand to new digital start-ups	It is in progress but sluggish	Create an Innovation Brain Trust, the one stop governance of innovation.
29	Attract new customer segments by developing IOT solutions	Yet to start	Create an Innovation Brain Trust, the one stop governance of innovation.
30	Create proprietary cellphone brand	Not in place	KIV

Source: Soft System Model for Axiata transformation for implementation

In Table 2.10 above, the distinctions between the current business strategy pursued by Axiata and the planned action elements established through the conceptual model are listed. Most of Axiata's resources are being pooled to counter rising cost on business factors such as- maintaining legacy costs, network and billing systems. Unless the S&M is like lower than the previous year, Axiata does not challenge its suppliers. However, evaluating frequently to make smart choices on better deals is a sound strategy.

At the moment, the steps taken by Axiata counter its rivals are of a reactive nature, e.g.- taking measures for performance after customer reviews, solving the apparent/basic issue rather than getting to the root of the problem, and taking measures after receiving customer complaints. To maximise the customer experience, a proactive approach needs to be introduced.

All of Axiata's essential tasks and planning decisions are usually performed by individual departments or teams who do not function well with others. The strategy formulation and subsequent actions should be led by the strategic planning manager. An effective monitoring system that could enhance the outcome should be developed. Axiata will be able to set up a proper structure for their company with an all-inclusive perspective.

The company believes that new workers or dealers are supposed to learn from their daily activities automatically, and as such training should be reserved only for this particular group. This could, however, lead to poor customer experience in the event that the new plan is first promoted by the sales or contact center. Adding to this is the fact that top management mostly explores goal setting and KPI and don't usually bother themselves with employee moral development. Employee output can be greatly increased by motivation related discussions.

Management re organisation is a major hurdle for many organisation. This is mainly due to the fact that both the employees and the upper management prefer to remain in their comfort zones. Some new variables that decide the promptness of the workers to accept new changes are as follows:

Leadership: organisational performance is highly dependent on leadership performance and quality. By encouraging employees rather than intimidating them a good leader lets his subordinates learn without many obstacles. Leaders should concentrate on promoting an atmosphere where workers could try and make mistakes.

Inspiration factor: Maslow's theory of motivation clarifies the value of self-actualization and self-esteem. The emphasis should be on incorporating the hygiene element from the Herzberg hypothesis, along with Maslow's theory, which gives insight into environmental cleanliness, protection and pay. Employees would be inspired and more committed to the new reforms by taking such measures.

Adjustment of leadership approach: During times when the driving forces dominates over resisting forces, it is necessary to change the management model, according to the field study of Lewin force and the homogeneous model referred, the model would consist of a chain of changes that need to be monitored in the strategy implementation stage. The changes will begin by stating the changes, addressing driving forces, evaluating forces, goals, executions, and improving them. Decision-making should involve workers at various levels. In addition, Axiata maintains an employee profile that is maintained by the DISC Matrix Figure 1.5 and makes use of the mechanism shown in Figure 2.26.

Professional life development: There are four categories for employees: Star Performer, Solid Citizen, Learner and Dead Wood. Each of these categories should receive individual attention. Stellar performers are more grateful of challenging tasks, solid citizens maintain a constant output particularly with BAU tasks, learners perform better with senior staff assistance, and dead wood are the employees who are reluctant to change. Managers can assist the HR team in creating a new Performance Management Strategy to address the problem of deadwood. Employees may be forced to resign if they are unable to change over a period. According to the diagram given in Figure 1.3, a 360-degree approach is also introduced.

In conclusion, an Organisation's business practice differs from others, and the level of acceptance of learning varies from person to person. Management should take such variations into consideration before any decisions are taken.

2.31.4 The Theoretical Template

The theoretical SSM template that will ultimately help tactical planning and crucial evaluation is given below. It is based on the above-mentioned discussion and critical analysis. Figure 2.33 below is presented as an illustration of the medium of operation

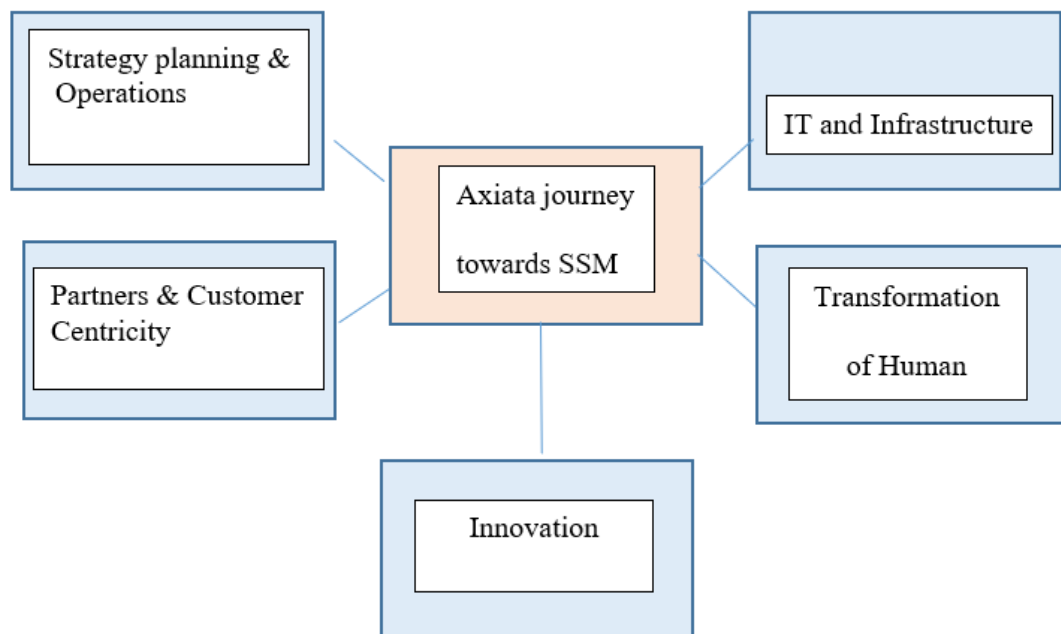


Figure 2.33: Tactical Planning and Crucial evaluation

Source: Soft System Model for Axiata transformation for implementation

2.31.5 System Execution

Any element is to be incorporated and measured, below is an example of Robi Axiata Ltd, Bangladesh's reigning Axiata.

2.31.6 Gantt. Map of Planned Course of Action Timeline

The Gantt chart is given below with the planed course of Action timeline. It is centered on the results of the above discussion

Table 2.11: Gantt Chart

Micro Systems priority	Micro Systems	Sequence of Actions	Actions	2020	2021	2022	2023								
				Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
SS1	Strategy Development and Operations	1	Comprehension of business & consumer needs by survey												
		2	Recognizing the spending patterns of OPCO clients												
		3	Strategize business expenditure												
		4	Plan shopping center sites												
			Automation of systems for registration												
		6	Cohesion of Product and Solutions												
		7	Arrange for external accreditation												
		8	Collaboration with current digital media partners such as Facebook												
		9	Consistent acquisition for business growth												
SS2	IT and Infrastructure		Assess the efficiency of vendors in operating the systems												
		11	Evaluate contract management for suppliers												
		12	Evaluate and address current problems that always makes the service unavailable												
		13	Analyse the current coverage of networks												
		14	Collaborate closely with all OPCOs on network coverage and fees												
			Evaluate the useful life of current technologies												
		16	Evaluate the gap between existing technology, billing & network platforms (Cloud focus)												
SS3	Partners & Customer Centricity	17	Streamlined product & policy to minimize consumer ambiguity												
		18	Reskill client service, dealer, retail hub on regulations, product and strategy												
		19	Assess the incentive scheme for loyal customers												
			Enhance distributor partnerships												
		21	Structured support for charity												
		KIV	Develop excellent CRM Systems												
		KIV	Suggest regulators to change existing regulatory regime												
SS4	Transformation of Human Resource	24	Promote a culture of change inside business via leadership speech and education												
			Lure digital talent by recruitment												
		26	Create job opportunities for fresh graduate by partnerships with universities												
		27	Evaluate the current structure of the company & compensations												
SS5	Innovation Brain Trust (IBT)	28	Innovative approaches to reward payouts												
		29	Discover virtual ways to improve existing output												
			Broaden the portfolio of goods towards innovative goods												
		31	Invest & expand to new digital start-ups												
		32	Attract new customer segments by developing IOT solutions												
		KIV	Create proprietary cellphone brand												

Source: Soft System Model for Axiata transformation for implementation

From the conceptual model described throughout the proposal, the deployment roadmap for Axiata has been established. In Table 14 above, the timeline is provided. For Axiata, a 3-year timeframe has been established to accomplish all the behavior of the 5 micro-systems, except for KIV, which is currently not feasible, suitable or probable. Some activities are repetitive in nature, such as working with complete outcomes such as 1, 2, 3, 6, 14, 18, 19, 21, 26 & 27. A few of the activities must be carried out year after year, such as No. 20, 24, 25 and 31, as these are influenced by activities like developing successful supplier relationships, encouraging cultural shift, gaining digital talent and diversification. To show the sub systems in a separate way for better visibility, the table has been color coded. The series of acts presented in the earlier sections has not been changed. For the higher management, after each deliverable, an impact realisation presentation is provided; the project holder and the external consultant generate it. It is created mainly to assess the success or failure of such a venture.

2.31.7 Prerequisite for Capital

Within the realm of resource allocation, the following categories emerge: I. Economic Resources encompass budgets dedicated to employee capability development training, advertising, research and innovation, CRM framework implementation, system optimization, and technology innovation. II. Human Resources comprise allocations for employee personality assessment using the DISC Matrix and Psychometric method, fostering divisional growth for swift deployment, and cultivating a culture characterized by agility and creativity. III. Miscellaneous Resources involve provisions for concentrating efforts and capital expenditure related to mergers and acquisitions (M&A).

2.31.8 Responsibility Matrix with beneficial improvements (RACI Matrix)

Here is the comprehensive activity on CATWOE-based Action Points with the Responsibility Matrix, which would also give the impression of the change's viability with the intended outcome:

Table 2.12: SS1: Evaluation

Here is the comprehensive activity on CATWOE-based Action Points with the Responsibility Matrix, which would also give the impression of the change 's viability with the intended outcome:

Action Plans	Proprietors	Clients	Participants	Goals & KPIs	Viable & Optimal changes
SS1: Evaluation					
1. Comprehension of business & consumer needs by survey	CEO	Involved parties & OPCOs	Advertising & Selling Team	Getting the research input on each segment – the Political, Economic, Social, Technology, Environmental and Legal factors Market	Through the feedback received, the Head of Marketing will research and advise the Sales & Marketing Team to develop advantageous strategies to drive business development in the targeted market.
2. Recognizing the spending patterns of OPCO clients	CFO	Involved parties & OPCOs	Advertising & Selling Team	Based on primary and secondary data analysis and knowledge collection, to provide the analysis feedback on each section	Custom Solutions
3.Strategize business expenditure	CFO	Involved parties & OPCOs	Finance Team	The goal is to create a GCFO overview thesis by analysing the data and capturing the current market's strengths, weaknesses, opportunities, risks, whether rivals or prospective clients	To be ahead of the industry rivals, OPCO CFO would need to evaluate the study of cost spending patterns with the best possible areas of development.
4. Plan shopping center sites	CCO	Involved parties & OPCOs & Marketing Director	Advertising & Selling Team	Gather feedback (negative or positive ideas) from stakeholders to better understand and work on competitiveness, obstacles, performance gaps in line with SWOT analysis to further analyse the sector.	In order to attract and retain stakeholders, CEO will need to conform with data (Market Survey: Porter's five forces) and work to execute a sustainable business strategic vision
5. Automation of systems for registration	CTO	Involved parties & OPCOs & IT Director	Finance and operations automation team	Computerize internal and external phase by cost-effective, compact and moderate approaches	With the assistance of the project team, the Head of IT will analyse the entire existing method.
6. Cohesion of Product and Solutions	Chief Executive Trade officer	Involved parties & OPCOs & Marketing Director	Advertising & Selling Team	Integrate and enhance all goods and services of the piecemeal into simple products and bundles	Only for 5 maximum items on Core elements, marketing director will form the multidisciplinary team with Head of IT and CTO.
7. Arrange for external accreditation	CCRO	Chief Strategy Officer	Corporate Strategy Team	Guaranteeing due diligence to successfully use ISO certification in all elements	To ensure the certification is completed in 1 year, the CSO may join the CFT with the involved parties.
8. Collaboration with current digital media partners such as Facebook	CEO, Axiata Digital Services	OPCO & Chief Digital Service Officer	Digital Service team	Guarantee the OTT relationship for a positive result for both parties	CDSO will guarantee
9. Consistent acquisition for business growth	Board of Directors	Involved Parties	Advisors	1. To assemble, evaluate and determine the potential opportunities for acquisition. 2. To provide the Board of Directors with information on future M&A	The Board of Directors seeks professional advice (advisor) to consult and suggest potential M&A possibilities throughout Asia

Source: Soft System Model for Axiata transformation for implementation

Table 2.13: SS2: Guiding Course

Action Plans	Proprietors	Clients	Participants	Goals & KPI s	Viable & Optimal changes
SS2: Guiding Course					
1. Assess the efficiency of vendors in operating the systems	Chief Technology Officer	Involved Parties, OPCO, CTO & CIO	Advertising & Selling Team	Gathering of information from diverse departments to collect data to work towards developing a sound supplier strategic plan. Adopt an effective policy of supplier management.	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
2.Evaluate contract management for suppliers	Chief Technology Officer	Involved Parties, OPCO, CTO & CIO	OPCO; Advisors for Administration	Gathering of information from diverse departments to collect data to work towards developing a sound supplier strategic plan. Adopt an effective policy of supplier management.	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
3.Evaluate and address current problems that always makes the service unavailable	Chief Technology Officer	Involved Parties, OPCO, CTO & CIO	OPCO; Advisors for Administration	Gathering of information from diverse departments to collect data to work towards developing a sound supplier strategic plan. Adopt an effective policy of supplier management.	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
4.Analyse the current coverage of networks	Chief Technology Officer	Involved Parties, OPCO, CTO & CIO	OPCO; Advisors for Administration	Gathering of information from diverse departments to collect data to work towards developing a sound supplier strategic plan. Adopt an effective policy of supplier management.	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
5.Collaborate closely with all OPCOs on network coverage and fees	Chief Technology Officer	Involved Parties, OPCO, CTO & CIO	OPCO; Advisors for Administration	Gathering of information from diverse departments to collect data to work towards developing a sound supplier strategic plan. Adopt an effective policy of supplier management.	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
6. Evaluate the useful life of current technologies	Chief Technology Officer	Involved Parties, OPCO, CTO & CIO	OPCO; Advisors for Administration	Gathering of information from diverse departments to collect data to work towards developing a sound supplier strategic plan	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
7.Evaluate the gap between existing technology, billing & network platforms (Cloud focus)	Chief Technology Officer Chief Financial Officer	Involved Parties, OPCO, CTO & CIO & CFO	OPCO; Advisors for Administration	Gathering of information from diverse departments to collect data to work towards developing a sound supplier strategic plan	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures

Source: Soft System Model for Axiata transformation for implementation

Table 2.14: SS3: Transition

Action Plans	Proprietors	Clients	Participants	Goals & KPI s	Viable & Optimal changes
SS3: Transition					
1.Streamlined product & policy to minimize consumer ambiguity	CEO/ Governing Council	Involved Parties & Clients	R&D and Advertising & Selling Team	Building partnerships with prospective vendors / visionaries to accelerate innovative products Make concerted efforts to achieve sustainability with top quality vendors	Axiata, as opposed to several third-party partners, would be able to have chosen manufacturers and visionaries. With strategic partners, Axiata can establish a comprehensive flow of cost-efficient, high-quality raw materials. With modern innovation, potential innovators would have the desire to improve / devise TELCO service.
2.Reskill client service, dealer, retail hub on regulations, product and strategy	Chief Trade Officer	Workers; Clients	OPCO Governance	To enhance the delivery window and manufacturing, decrease the intricacy of the internal supply chain Consultation with divisions to get their suggestions for process improvement and decrease the current internal Intricacies	Grievances from consumers will be decreased by this. Staff will be able to react more effectively to customers, creating greater opportunity for potential corporate victories.
3.Assess the incentive scheme for loyal customers	Chief Trade Officer	Involved Parties & Clients	OPCO Governance	To enhance the delivery window and manufacturing, decrease the intricacy of the internal supply chain Consultation with divisions to get their suggestions for process improvement and decrease the current internal Intricacies	Grievances from consumers will be decreased by this. Staff will be able to react more effectively to customers, creating greater opportunity for potential corporate victories.
4. Enhance distributor partnerships	Chief Trade Officer	Workers, Associates	OPCO Governance	To enhance the delivery window and manufacturing, decrease the intricacy of the internal supply chain Consultation with divisions to get their suggestions for process improvement and decrease the current internal Intricacies	Grievances from consumers will be decreased by this. Staff will be able to react more effectively to customers, creating greater opportunity for potential corporate victories.
5. Structured support for charity	Chief Trade Officer	Involved Parties	Chief Corporate Officer	Clear methods of endorsements for CSR and strategy	It will make sure that the study on sustainable development is better.
6.Develop excellent CRM Systems	Chief Technology Officer Chief Financial Officer	Involved Parties, OPCO CFO, CIO and CTO	OPCO Governance; Advisors	Acquisition of datasets from various divisions & acquiring information to work towards developing a comprehensive supplier strategic plan	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
7.Suggest regulators to change existing regulatory regime	Chief Corporate Officer	Involved Parties	Chief Corporate Officer	Constant external affairs and stakeholder engagement across OPCOs from Axiata perspective	Doing so will guarantee that the appropriate and needed modifications to the legal framework are made.

Source: Soft System Model for Axiata transformation for implementation

Table 2.15: SS4: Advertising & Selling

Action Plans	Proprietors	Clients	Participants	Goals & KPI's	Viable & Optimal changes
SS4: Advertising & Selling					
1.Promote a culture of change inside business via leadership speech and education	CEO/Management, Director of HR	Staff	Human resource	To guarantee that Axiata 's modernization expedition is addressed, the company needs to formulate the appropriate MAD (Modern, Agile & Digital) culture within Axiata	Evolution of businesses by workforce assessment and inspiring corporate insight into innovation
2.Lure digital talent by recruitment	CEO/Management, Director of HR	Staff	Human resource	In order to guarantee that Axiata 's modernization expedition is addressed, the company needs to formulate the appropriate MAD (Modern, Agile & Digital) culture within Axiata	Evolution of businesses by workforce assessment and inspiring corporate insight into innovation
3.Create job opportunities for fresh graduate by partnerships with universities	CEO/Management, Director of HR	Staff	Human resource	In order to guarantee that Axiata 's modernization expedition is addressed, the company needs to formulate the appropriate MAD (Modern, Agile & Digital) culture within Axiata	Evolution of businesses by workforce assessment and inspiring corporate insight into innovation
4.Evaluate the current structure of the company & compensations	CEO/Management, Director of HR	Staff	Human resource	In order to guarantee that Axiata 's modernization expedition is addressed, the company needs to formulate the appropriate MAD (Modern, Agile & Digital) culture within Axiata	Evolution of businesses by workforce assessment and inspiring corporate insight into innovation

Source: Soft System Model for Axiata transformation for implementation

Table 2.16: SS5: Management of Labor Productivity

Action Plans	Proprietors	Clients	Participants	Goals & KPI's	Viable & Optimal changes
SS5: Management of Labor Productivity					
1. Innovative approaches to reward payouts	CEO/Management, Director of HR	Staff	Human resource	In order to guarantee that Axiata 's modernization expedition is addressed, the company needs to formulate the appropriate MAD (Modern, Agile & Digital) culture within Axiata	Evolution of businesses by workforce assessment and inspiring corporate insight into innovation
2. Discover virtual ways to improve existing output	CEO/Management, Director of HR	Staff	Human resource	In order to guarantee that Axiata 's modernization expedition is addressed, the company needs to formulate the appropriate MAD (Modern, Agile & Digital) culture within Axiata	Evolution of businesses by workforce assessment and inspiring corporate insight into innovation
3. Broaden the portfolio of goods towards innovative goods	Chief Trade Officer	Involved Parties & OPCO Director of Marketing	Advertising & Selling Team	Integrate and enhance all goods and services of the piecemeal into simple products and bundles	Only for 5 maximum items on Core elements, marketing director will form the multidisciplinary team with Head of IT and CTO.
4. Invest & expand to new digital start ups	Board of Directors	Involved Parties	Advisors	1. To collect, evaluate and classify the market potential for takeover 2. To notify the board members on the potential M&A	The Board of Directors needs professional advice (advisor) to review and recommend future M&A options in Asia
5. Attract new customer segments by developing IOT solutions	Chief Technology Officer Chief Financial Officer	Involved Parties, OPCO CFO, CIO and CTO	OPCO Governance; Advisors	Acquisition of datasets from various divisions & acquiring information to work towards developing a comprehensive supplier strategic plan	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures
6. Create proprietary cellphone brand	Chief Technology Officer Chief Financial Officer	Involved Parties, OPCO CFO, CMO, CIO and CTO	OPCO Governance; Advisors	Acquisition of datasets from various divisions & acquiring information to work towards developing a comprehensive supplier strategic plan	Strong information evidence to illustrate Axiata 's current troublesome circumstances (SSM Gap analysis: Rich picture) and how this affects the organisation overall. Management will approve the measures with these figures

Source: Soft System Model for Axiata transformation for implementation

2.31.9 Prospective directions on research

With the aid of SSM, the original cause for the likely challenge and its circumstances are identified and approaches to address these issues are put forward. The approach to take would be to bring improvements that can increase the efficiency of the business. A spontaneous monitoring strategy needs to be incorporated within the company to make the execution successful and to also achieve sustainable development. Tactics, along with the introduction of the monitoring strategy and installation of a tracker, should be incorporated by the board of directors. In order to guarantee that action plans are exercised in the correct manner, which is the most difficult part, an evaluation plan must be introduced to ensure that the goods and services provided are of acceptable quality. Axiata needs to increase its degree of commitment to be a profitable and leading company, for which the success and current position of each business plan should be written, constantly reviewed and ways of mitigating uncertainty should be outlined. For potential studies and scholars, this opens up a scope for understanding further strategies for supervising, controlling and administering the SSM frameworks.

2.31.10 SSM Overview

At the University of Lancaster, UK, Peter Checkland initially proposed the Soft System Methodology (prosaically referred to as the SSM model) at the end of 1960. As this model emphasizes specifically on any single aspect and not just on the overall view, this technique was initially regarded as a modeling tool. However, it has been acknowledged to be an academic development tool over the years due to its capacity to examine unknown issue situations. (2010 by Holwell & Reynolds).

Despite the fact that SSM is used to build modern frameworks, since SSM is a sporadic system that explores the true issue with the aid of the human task model, they are not able to depict the entire real word circumstance. The system's instructions and suggestions only count for systemic thinking about the real world. The models exhibit both normative and illustrative characteristics but cannot be differentiated from any of them (IFM, n.d.).

It is to be noted that SSM is not a product creation tool but instead is used to analyse the model specifications. SSM evaluates the task the model should accomplish and addresses the concerns as to why these roles should be performed. The SSM therefore initially

conveys a delicate analysis by which it can be understood as what the system does and ultimately the findings are used to conduct a more thorough analysis of how these acts should be done (Checkland & Scholes, 1999).

The primary purpose behind the implementation of SSM is to create a collection of workable and socially valuable exercises that are used not just to create a data model set or its architecture, and also to solve any problems or complexities that arise. In constructing a set of data model needs, the activities generated from the application of SSM are used; nonetheless, if the activities are used to improve the organisational process, the usage would be more helpful; a method can be defined as a group of managerial operations intentionally conducted by the Organisation's individuals (Checkland, 2000).

There are two separate forms of SSM. One consists of the actual-world behavior and other one questions regarding the model 's concept of the real world. Both methods examine the circumstances of the problems with the aid of and using the rich image or CATWOE. The definition of the real world of the model, however, requires the following factors: intercommunication, chain of command and the ability to discern relevant models that could provide useful knowledge (Cox, 2010).

2.31.11 Clarification of CATWOE/ Root Meanings

A defined name should be given to understand the behavior of the system; it was stated by Checkland (Garza, 2012). Root meanings are used in order to name them in a definite way. This illustrates what has to be addressed and also what the concern is. And not to mention that the precise context helps to define the issue (Patel, 1995).

The key reason for creating rich pictures is to recognize the challenges that are perceived to be significant issues for Axiata and to explore likely steps to monitor or minimize or fully solve the gap. Changing the order form of "C, A, T, W, O, E" to "T, W, C, A, O, E", which was brought forth by Peter Checkland, all-inclusive and unique root meanings are formed. The main reason behind the move is because of the importance and better organisation of the clarification that is closely linked to the analyst 's thesis to the Axiata management.

The main components of the cue “T,W,C,A,O,E” is explained as T as Transformation that is used for handling the outflow of expenses and cash, Marketing and Intentional prediction. W stands for World View that is limited with the outstanding brand image, Novelty company, Appraisal model: Reliable, exceptional personage, versatile design and Universalization and Effectiveness. C stands for the Customers and the interested parties here

2.31.11.1

all OPCO clients, non - resident, transcontinental clients, dealers, sales channel representatives, sellers, etc. A stands for Actors who are

Higher administration- CXO and the heads of departments, SMEs(subject matter expert) of a business, Neutral analyst and Ruling body-MCMCC. O is the owner who are the

Investors and Managing Directors. E is the Environment that includes

Financial plan allotment, Engineering expertise, Reshaping the employee 's perspective to embrace transition, Advertising of the of change that going through external bodies and Divisional fraternity

The real downside of generating root meanings with the C, A, T, W, O, E cue relies on how a person perceives awareness of it and how he/she has previously used it. Group A will interpret the 'World-view' mnemonic entirely differently from Group B, thereby making it extraordinarily cognitive. It is possible to interpret 'World-view' in 8 different ways (W) (Basden, et al . , 2004). Because of this cognitive feature, throughout the procedure, few main components could be skipped or not touched (Gasson, 1994). It is important to grasp the essence of World View by surveying the entire consumer base. Ask them about their expectations and their existing perception of what is missing.

2.32 Value Methodology along with suggested strategy for creating value for Axiata business:

It must be interesting to review and monitor the existing value map of Axiata as covered in the later part of the thesis. This value map as described later is the outcome of the proposed strategy and value methodology of the shareholder value as illustrated in Figure 53 where the shareholder has an enormous contribution from soft skills such innovation, customer centricity operational excellence and even digitalization. The exhaustive custom-made final proposal for the Value Map is provided in the latter section of the thesis.

In the light of the above discussion Figure it is imperative to have an agile squad and uplift Axiata HR through employee profile enrichment such as talent management which will be covered through the conceptual models of this thesis.

2.33 Map of Framework

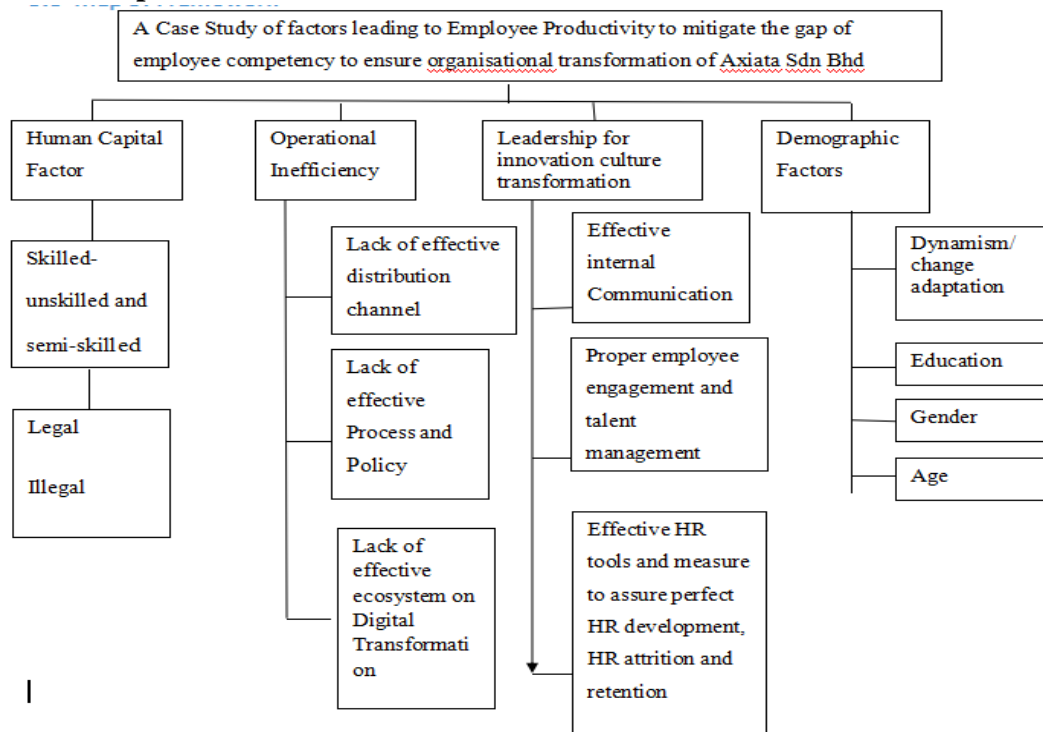


Figure 2.34: Map of Framework

Source: Conceptual model developed by Author on the Research Framework

As per Figure 2.34 above, the framework derived out of the conceptual models based on the problem statements, followed by the research objective are exhaustively covered.

Chapter 3

3 Research Methodology

3.1 Introduction

The present chapter delineates the research methodology, the target population, the sampling procedure, the data collection strategy, and the data analysis and presentation technique. This study provides clarification regarding the data collection tool employed, defining its reliability and validity.

3.2 4Research Framework

This research has been designed with the end goal of achieving its aim and goals, which include determining the various factors that are connected with employee productivity in the context of organisational transformation at Axita Sdn Bhd. The study has been established in order to accomplish its aim and objectives. It was determined to build a research framework to combine prior research findings in order to contribute to management theory and practise. The research framework in this article would reflect the fundamental research hypothesis. The research framework provides the foundation for the research issues covered in this study. The essential structure is seen below:

The suggested research model designed taking into consideration the components cited in the earlier section for accomplishing every objective is presented underneath:

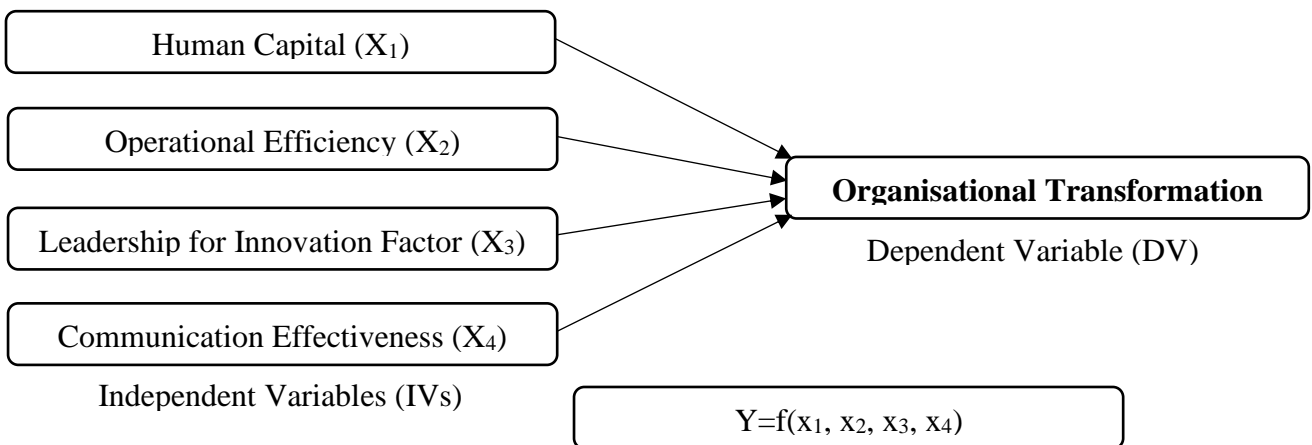


Figure 3.1: Research Framework

Source: Conceptual model developed by Author on the Research Framework

Independent Variables (X's)

The independent variables mentioned in the framework are elucidated below:

3.2.1 Adroitness Component/Human Capital: (X₁): The fact must be acknowledged that majority of the staff of Axiata were highly dexterous and contributed professionally (Barua, Majumder, & Akhtauzzaman, 2007); (Amuedo-Dorantes & Pozo, 2004). How skill is defined has been altered taking into consideration the nimble conversion of the entire ecosystem. Since the ecosystem has become significantly more dynamic, the performance and accomplishments of the organisation has fallen in comparison to that in earlier times (Siddiqui & Abrar, 2003). Based on the research question How the demographic characteristics and positioning of staff (Age, Sex, Level of Education, etc.) can direct the modification of the organisation in the direction of Digital dominance? The literature review illustrated Figure 2.1 with the conceptual frameworks illustrated Figure 2.25, the creation of independent variable of Human Capital is ensured.

3.2.2 Operational efficiency Components: (X₂): The conceptual framework of Figure 2.31 of this thesis and the academic literal review model Figure 2.2 derives the second independent variable Operational efficiency. Excellence and superiority in operations is pivotal for the progress of a digital corporation (MAIMBO & RATHA, 2003). The components of the research shall provide recommendations along with detailed path for action to convert the results of the research into excellence and efficiency in operations. It addresses the research question of What impact does operational efficiency (automating procedures to generate excellence in operations utilizing the theoretical model for devising and application) has on achieving the required caliber of performance from the staff?

3.2.3 Leadership for cultivating innovation and cultural components: (X₃): The research question of How does leadership that drives innovation and alteration affect the modification of culture among the staff and how Human Resource improvement can contribute towards the leadership of the market for the organisation? The process and behavioral aspect of administering modification is of paramount importance for

organisational modification (Buvinic, 2009). The antiquated resources and outdated leadership create fatigue and encourages stealthy behavior within the culture of the company (IOM, 2010b). However, a significant difference can be achieved by applying leadership which is both impactful and dynamic (Itzigsohn & Giorguli-Saucedo, 2005). However, there is a dearth of reflection about the effect of these over innovation for attaining modification of the organisation. That is why two pivotal academic models as mentioned in Chapter 2, Figure 2.3 and Figure 2.4 as well as the conceptual model explained in Figure 2.25 are the methods explained that transformed it into variable Leadership for innovation factor. Hence, I will integrate investigating the effect of proper leadership for cultivating innovation to bring modification to behavior as an integral portion of my research objective.

3.2.4 Dearth of Awareness/ Communication components: (X₄): It was observed from a number of researches that communication along with flow of information is a crucial factor for successfully applying organisational modification (Siddiqui & Abrar, 2003). Despite taking all the correct measures to facilitate modification, it is common for organisation to not communicate the information regarding alteration properly, providing incomplete information and restricting access to information for the staff. How is the required quality of performance from the staff affected by a high degree of awareness about intrinsic communication and proper branding of factors that make the organisation a top choice for staff, including the Culture of the Company and Engagement with the employees? Is addressed by the academic model of Giz Figure 2.5 and the conceptual model Figure 2.32 where the independent variable “communication effectiveness” is derived.

Hence, assessing the influence proper timely communication of information and other relevant factors regarding organisational modification shall be incorporated as a portion of the objective of the research for Axiata Sdn Bhd.

In this study, independent variables are factors related to employee productivity which are employee development, employee engagement, performance management, communication management, employee profile management, strategic initiative

involvement and employee engagement for transformation. Organisational transformation is considering dependent variable.

3.3 Research Design

As per Flick (2011), the design of the study is reflected as a framework of strategy that demonstrates the behaviour of respondents on various test questions as well as the methodology which researcher shall follow while testing. The basic sense comprises that the research design is characterised as a logical sequence that allows empirical evidence to be connected to research questions (Saliya, 2017). Thus, the six research designs used in mi-method experiment of research are explanatory, sequentially explanatory, sequentially transforming, concurrently triangular, concurrently nested and concurrently transformative (Creswell, 2014) respectively.

The research was conducted using a descriptive research methodology in order to evaluate the factors that contribute to employee productivity and organisation al performance in Axita Sdn Bhd. The participants in the study provided the information that was used in the research. According to Cooper and Schindler (2008), this specific design offers a detailed description of the events, conditions, and interrelationships that exist between people and things. Because of its capacity to give a thorough representation of the situation, the employment of a descriptive research design was thought to be advantageous due to the fact that it minimized the likelihood of any potential biases occurring throughout the process of data gathering (Kothari, 2008). Because the participants were not requested to influence any of the variables in the experiment, the researchers decided that a descriptive design would be most appropriate. The research used a descriptive case study approach, and it concentrated only on Kenya Commercial Bank and the branches of that bank that are located in Nairobi. Because of this, the research was considered a secondary case study.

3.4 Sampling and population

The researcher is expected to comprehend the potential that analytical results grounded on chosen samples of Axiata staff across the world has. Given the condition, the researcher shall choose mixed mode approach utilizing the procedure of triangulation (Casey & Murphy, 2009). Vasloo (2014) defined the population as the universal number of items or units from the data available. Vasloo (2014) further alluded that the research population is

the pool from which all the items of the study or units can be picked from in a research. The two distinct perspectives commonly used for triangulation which are “within method” and “across method” with the researcher choosing the initial one for the study due to the availability of a few techniques for collecting data for the researcher.

3.4.1 Population

In accordance with the correct structure for assimilating quantitative data utilizing two mechanisms survey questionnaire along with qualitative data from reviewing literature to assure generating perception. Confirming theories to enhance the validity of the research with required understanding by observing the results through the process of “Methodological Triangulation” is proven to be more rational (Casey & Murphy, 2009). The researcher employed two dissecting tactics of standalone strategy along with reinforcing the outcomes from the study by adopting the triangulation procedure (Armitage, 2004). The employees of various levels of hierarchy of OPCOs, MNOs and SBUs of Axiata located in both Bangladesh and Malaysia consider as population of this study.

3.4.2 Sample Frame

The researcher shall follow the procedure of convenience sampling for the research addressing employees of various levels of hierarchy of OPCOs, MNOs and SBUs of Axiata located in both Bangladesh and Malaysia. The size of the sample for completion of the study was approximately 80 i.e., 58 staff of Axiata possessing diverse set of skill shall be presented with the questionnaires directly for referring to others with responses being collected from a magnitude of 4000. This method known as snowballing and otherwise networking sampling which also has the name of referral tactics shall be executed for selecting samples (Suri, 2011). The staff size of 80 who are identified has a length of employment of more than 2 years in Axiata.

3.4.3 Sample Size

The researcher uses the Krejcie and Morgan (1970) formula as follows:

Table 3.1: Sampling Formula

$n = \frac{X^2 * N * P * (1-P)}{(ME^2 * (N-1) + (X^2 * P * (1-P)))}$	
Where	
n	= sample size;
X ²	= Chi-square for the specified confidence level at 1 degree of freedom;
N	= Population size;
P	= Population proportion;
ME	= desired Margin of Error (expressed as a proportion)

As per the Table 3.1 above, the researcher uses 95% confidence level and 0.05 margin of error to determine the sample size for this research study. Based on the Axiata's population size, the resultant sample size is 79.

3.4.4 Sampling Technique

This homogeneous method of identification allows generation of referrals from 1 or 2 initial interviewees by the use of interviews and discussions which can be used to identify more similar staff that fall in the required group using the duration of employment and level of existing performance as metric. These responses were collected using convenience sampling on an individual basis in the location of comfort of the interviewee through online form.

3.5 Data Collection

Using cross tabular examination, the magnitude of Chi Square observed and analysed to comprehend the relation between the specified variables. Regression examination shall be employed to generate the estimated OLS equation by inspecting the relation shared by dependent and independent variables. Friedman test and Kruskal-wallis test also be conducted for further analysis with emphasis on the magnitude of the P values. As mentioned by Sekeram and Bougie (2013), data can be classified as either primary or secondary. Literature reveals that primary data is collected from the main source and secondary data is collected from a source which is not the main source. Primary data is the data obtained by carrying out research for the first time on that subject matter (De Vaus,

2012). In most cases, the data is gathered to answer specific topics or to prove a thesis or to solve a problem that would have been noticed. On the other hand, secondary data refers to the data that is not gathered firsthand such as literature, documents and articles that have been compiled by other researchers and institutions. Hence, secondary data is previously gathered, printed and published data by other researchers or statisticians on other topics that are directly or indirectly related to the research that is being conducted (Collins, 2010). For this study, primary data was collected. The primary data was collected using a semi-structured questionnaire and interviews.

3.6 Data Collection Procedure

Annum (2017) and Creswell (2014) allude that the data collection instruments are the tools in which the researcher uses in the actual gathering of the information required for the research. There are several tools that can be used such as observations, questionnaires and interviews to mention but a few. The researcher is going to use the questionnaires on all types of Axiata staffs, using the 5-point Likert scale, because the researcher would want to conclude findings by way of the numerical and scientifically proven methods and establish the relationships that exists in the given hypothesis derived. It is a systematically structured list of question in which the respondents answer the question in a logical manner to the best of their understanding (Annum, 2017). The purpose is to solicit for response in a direction that the researcher wants. As Creswell (2014) explained, the questionnaire has an advantage that it is easier to follow if designed in a manner that removes complexity and ambiguity.

There are two types of questionnaires namely, the open ended and closed ended. In a closed ended questionnaire, the respondents are not given a choice to provide their own perspective on the subject matter but are guided into simply agreeing or disagreeing to a given question provided by the researcher. The results from this type of questionnaire are easier to quantify and analyse. Conversely in an open-ended questionnaire, the respondents can add their opinions, thought process or voice to the issues under discussion (Bolarinwa, 2015). Bolarinwa (2015) further highlighted the need for clarity, conciseness and specificity in any quantitative research questionnaires. The researcher will also use closed

ended questions and an open-ended questionnaire on small scale farmers and contracting companies.

The researcher will also use interviews with Axiata OPCOs like Robi, Newcos like ADA/ APIGATE and Towercos like edotco for an all-round perspective on the issue at hand. Emphasis shall be on magnitude of Chi Square since most variables are in nature categorical. Since, inspection of various components that contribute to the gap of capabilities of staff shall be covered by the questionnaire.

Table 3.2: Variable for data collection on HR skill identification

First Research Question: How does the <u>employee skill level or human capital</u> impact the performance and goal of the company		
Data	Quantitative	Qualitative
Primary	Survey Research through a questionnaire	One to one interview
Secondary	Company Annual Report	Company Annual Report

Source: Conceptual model developed by Author based on Research Framework

Based on the first research objective, the first question stated in Table 3.2 defines the research elements of HR status quo of Axiata Sdn Bhd.

Table 3.3 Variable for data collection on employee profile enrichment

Second Research Question: How does the <u>demographic factor of employees</u> (Age, Gender, Education and so on) affect the organisational transformation to the journey towards Digital Leadership?		
Data	Quantitative	Qualitative
Primary	Survey Research through a questionnaire	One to one interview
Secondary	Company personnel database	Company Annual Report

Source: Conceptual model developed by Author based on Research Framework

Table 3.3 above explains the second research objective on the demography and employee profile to ensure the desired employee profile enrichment for Axiata

Table 3.4: Variable for data collection on Leadership Assessment

Third Research Question: How does the <u>leadership for leading innovations and change interventions</u> on corporate culture transformation and human resource revamp impact the company transform as the market leader of the industry?		
Data	Quantitative	Qualitative
Primary	Survey Research through a questionnaire	One to one interview
Secondary	Company strategy planning deck	Company Annual Report

Source: Conceptual model developed by Author based on Research Framework

As per Table 3.4 above, in order to derive the leadership status quo and intervention the primary and secondary data collection sources are mentioned.

Table 3.5: Variable for data collection on identifying operational efficiency status quo

Fourth Research Question: What are the impacts of <u>operational efficiency</u> (operational excellence to the process automation with conceptual framework of planning and implementation) effect on the levels of performance expectation of the employees.		
Data	Quantitative	Qualitative
Primary	Survey Research through a questionnaire	One to one interview
Secondary	Company annual report, Policy document	Company Annual Report

Source: Conceptual model developed by Author based on Research Framework

Based on the fourth research objective of the improvement and identification of the factor of operational efficiency, Table 3.5 depicts the data collection efficacy.

Table 3.6: Variable for data collection on effective and efficient communication

Fifth Research Question: How does awareness about internal branding and communication of employability like <u>Organisational Culture and Employee Engagement</u> affect the levels of performance by Employees?		
Data	Quantitative	Qualitative
Primary	Survey Research through a questionnaire	One to one interview
Secondary	Internal communication plan, HR Policy	Company Annual Report

Source: Conceptual model developed by Author based on Research Framework

Based on the Research Framework, Table 3.6 will address the last research framework objective on the effective and efficient communication element of the research for proper data collection

Based on the Research Framework, the objective on the effective and efficient communication element of the research for proper data collection. The procedure will go as follows:

Step 1: The researcher is going to select a sample of Axiata employees.

Step 2: The researcher will explain to the respondents the purpose of the study and ask for their co-operation.

Step 3: The researcher is going to distribute the set number of questionnaires to the selected sample of employees with google forms.

Step 4: The researcher will ask the key participants to fill-in the google forms.

Step 5: The researcher will collect the questionnaires from the respondents and thank them for their participation.

Step 6: The researcher will then set appointments with some of the participants, face to face where face interviews will be carried out mostly in Bangladesh, for another region may be through telecon.

Step 7: The researcher will then analyse the findings from the respondents using thematic analysis and SPSS.

3.6.1 Questionnaire

A Questionnaire is the document that obviously contains questions and other items crafted to extract information as appropriate as possible to analyse data Acharya (2010). So there can be both open-ended and close-ended Questionnaires where an open-ended questionnaire permits a free response from the research participant while close ended questionnaires also referred to as fixed alternatives, provide a list of items that the respondent must select from (Creswell & Clark, 2017). The questionnaire model that was used in this study included both open-ended and closed ended questions through Google Form and sample is mentioned in Annexure D of this thesis.

3.6.2 Measurement

The practice of assigning marks, code to phenomena or quantities are defined as Measurement (e.g. occurrences, attributes, expressions, behaviors) that are based on a series of defined laws (i.e., a coding rubric). There is nothing necessarily quantitative about this method or, at least, there is no need for it. Moreover, qualitative analysis is by no means constrained. In truth, certain measurements can only be carried out in a qualitative sense.

3.6.3 Analytics and Organising data

Primary data was collected the respondents' input whereas the secondary data was collected from the public sources such as Annual reports, publications and other reports. The data is analysed through SPSS 25.0 program to derive the descriptive results. Normality test used to check the assumption of data normality. Mann-Whitney test and

Kruskla-Wallis test is used to test the research hypothesis. Regression analysis used to asses the effect of independent variables on dependent variables.

3.6.4 Reliability for Quantitative Data

Steyn (2014) mentions that reliability of measurement necessitates the measurement's constancy, which is, a measuring tool will produce the same results when used more than once to the same sample under similar situations. Quantitative researchers have also established a range of concepts of reliability that includes interrater and interrater reliability, test-retest reliability, internal accuracy, and interclass correlations to name a few exactly same like qualitative researchers (Davey et al, 2015). An analysis of the relational alternate terms has shown that they are implicitly related to quantitative notions of durability (Zikmund et al., 2010). However, while replication is conceptually analogous to test-retest reliability, the other three words tend to characterize testing processes that are tangentially related to reliability (Saunders et al., 2013; Cohen, Manion and Morrison, 2017).

It is very critical to assess the credibility of the results of the analysis that requires analysts and experts to regulate the reliability of the studies in relation to the application and appositeness of the methodology used and the quality of the ultimate conclusions (Steyn, 2014). Qualitative analysis is extensively criticized for lack of methodological rigor and poor evidence for the methodology used, lack of clarity in pragmatic techniques, and the findings are simply a compilation of personal views subject to researcher bias (Creswell, 2014; Cohen, Manion and Morrison, 2017). For the instant of any inexperienced researcher, it is not possible to show consistency while conducting a qualitative analysis and there is no agreed agreement about the principles by which the research is rolled out (Ingleby, 2012; Ágoston et al., 2013).

3.6.5 Parallel forms of reliability

In order to assess the consistency of the outcome of two tests performed in the similar mean from the similar content arena parallel forms of reliability is used (Steyn, 2014). In order to support the researcher to select the best possible question to ask as per research objectives the parallel form of reliability in adopted. The purpose is the fortitude of the

consistency achieved by applying various versions of the evaluation instrument (both versions must include items that evaluate the same design, abilities, knowledge base, etc.) to the same group of individuals (Creswell, 2014; D.R. Cooper and Schindler, 2014; Cohen, Manion and Morrison, 2017). The two variant ratings will be then compared to determine the accuracy of outcomes across substitute version. Parallel forms reliability (also known as equivalent forms reliability) uses one set of questions separated into two equivalent sets ('forms') where all sets contain questions that test the same construct, information or abilities (Suhaimi et al., 2014). The set of questions developed by the researcher would be differentiated into two sets. Apparently, two sets of questions would be administered to a randomly selected 50% of the target sample, secondly the comparison of outcomes of the responses is then carried out in the determination of the parallel reliability test.

3.6.6 Test- Retest Reliability

It is used to determine the degree to which different adjudicators or raters agree with their respective assessment decisions through the Inter-rating reliability. Since human analysts seldom view the answers in the same way, it is very pivotal; raters may vary as to how well those responses or materials reflect the expertise of the construct or abilities being measured (Schougaard, 2018; Chiang, 2015). Test-retest reliability is used to evaluate the steadiness of a measure from one time to another (Singh and Masuku, 2014). The same questionnaire was served to the sample population on two separate incidents to an attempt to measure the test-retest reliability. It was confirmed that respondents while served the questionnaire for the second time were in the same environment.

3.6.7 Inter-Rater Reliability

Inter- Rater Reliability is described by Singh and Masuku (2014) describe to the extent that two or more individuals (coders or raters) agree. This is the measure of the reliability implemented to determine the degree of which different judges or raters agree with their assessment decisions (Steyn, 2014; Suhaimi, 2014). Inter-rater reliability is beneficial as the respondents do not always view the answers in the same way; raters may vary as to how well those responses or materials reflect the expertise of the construct or abilities being

measured (Zikmund et al., 2010; Cohen, Manion and Morrison, 2017). Separate judges provides score on how homogeneous or consensual there is in the scores provided. In comparison, intra-rated reliability is a score of quality in ratings provided by the same person over multiple instances. The researcher used inter-rater reliability to addresses the consistency of the observations on the respondents. The main purpose of this reliability test was to address the issue of operational efficiency and communication effectiveness to determine the degree of employee profile enrichment for organisational transformation.

3.7 Data Examination and Processing

SPSS software used to complete the analysis from the quantitative primary data gathered through the survey questionnaires. An assessment of reliability of interviewees has been performed in the beginning of examination of quantitative data. The analysis of quantitative data is for both quantitative and qualitative in nature. The R square magnitude shows how well the model fits by determining the degree of significance of the regressed model.

3.8 Validity for Quantitative Data

It has been authorised by McLeod (2014) that validity refers to the degree to which any measurement approach or instrument succeeds in describing or quantifying what it is designed to measure. For Steyn (2014), validity is the extent to which any measuring instrument measures what it is intended to measure. The study made use of following types of validity in the questionnaire.

3.8.1 Face Validity

As per the face validity concerns; the questions appear to be measuring the construct (Singh & Masuku, 2014). The researcher consulted some experts mainly the lead supervisor pertaining to the evaluation of the questions in the questionnaire.

3.8.2 Content Validity

Content validity favors the representativeness or sampling tolerability of the content of a measuring instrument (Steyn, 2014). The researcher ensured that each research question was represented in the questionnaire by ensuring that the questions addressed the issues that affect the study population.

3.8.3 Criteria Validity

Criterion validity is used to demonstrate the accuracy of the measurement or procedure by comparison with another measure or procedure which is demonstrated to be valid Steyn (2014). Under this circumstance, the researcher used the questionnaire in a variety of situations to perceive how predictive it would be.

3.8.4 Concurrent Validity

Creswell and Clark (2017) refer that co-current validity is a reference point of how well a particular test correlates with a previously validated measure. Concurrent validity was used to check whether the results of the questionnaire were consistent with results of measures that have been established previously.

3.9 Validity for Qualitative Data

For the validity of the qualitative data, the elements of validations revolve around Trustworthiness, Credibility, Transformability and Conformability.

3.9.1 Measures to ensure Trustworthiness

Trustworthiness is well-defined as a means of demonstrating the credibility, plausibility and integrity of the qualitative process (Moule & Goodman, 2014). The researcher followed the framework for ensuring trustworthiness as explained by Lincoln and Guba, (1994) and cited in Polit and Beck (2014).

3.9.2 Credibility

One of the most element, Credibility refers to the trustworthiness of data to represent respondent's honest opinion, experience or belief, giving readers the confidence that the interpretations remain faithful to the insider view (Moule & Goodman, 2014). To ensure credibility, the researcher conducted interviews with Axiata Employees in Bangladesh, Malaysia and Srilanka. After the researcher had booked appointment with the employees outside Bangladesh, within Bangladesh and beyond OPCOs, the researcher consulted the contracting respondents to confirm if they are truly the right participants for the study in order to ensure the credibility of the information generated. The interviews were conducted in English language to ensure that the data collected were not misinterpreted. The

interviews were recorded via self-filled up online form to develop a word for word transcript to ensure proper capturing of participant's feedback and to allow quotes from participants to support analysis. The researcher conducted interviews in a non-judgmental attitude and without bias to collect proper data from participants.

3.9.3 Dependability

To the data that is stable and reliable over time and conditions is referred as Dependability (Polit & Beck, 2014). Researcher maintained the Dependability of the data to ensure if the study is repeated with the similar respondents with the exact context that the study could produce similar finding. To ensure dependability, a detailed description of the research methodology is provided by the researcher. Researcher also conducted a pilot face to face interview before commencing on the research by simply testing the interview guide on a trivial sample of four Robi officials in Bangladesh with similar characteristics to those in the full study to pick up questions that are misinterpreted or missed out. The pilot study was conducted to make sure that the discussion points were functioning satisfactorily and to assess how long the interviews were likely to take, preferred location of the interview and so on. Modifications to the interview guide and style or process was done according to the pilot results as recommended by the supervisor.

3.9.4 Comfortability

In relation to the measurement of the objectivity of the data, the extent to which data and interpretations reflect the phenomenon under study (Moule & Goodman 2014), to ensure that the results are not at all biased. The direct quotes of the participants were used as verification of the presented themes at the time of presentation of the results. To ensure the comfortability of the respondents based on the pilot results most of the qualitative face to face meetings took place in third party locations avoiding any Axiata premises.

3.9.5 Transferability

Transferability refers to the degree that qualitative findings can be transferred to or have pertinence in other settings or groups (Polit and Beck, 2014). To ensure transferability, the researcher gave detailed information about the description of the setting, participants, research design, data collection and analysis process of the study. The researcher facilitated

transferability judgement through purposeful sampling and documentation of the direct quotes from participants.

3.9.6 Authenticity

Whether the researcher fairly and faithfully shows a range of realities are referred by Authenticity (Polit and Beck, 2014). Authenticity emerges in a thesis when it conveys the feelings and tone of participant's lives as they are lived. The authenticity of the interview guide was achieved through matching the questions with the objectives of the research.

3.10 Ethical Deliberations

Accounting for every major ethical deliberation is a challenging issue while performing research. A digression from the ethical considerations and standard in the process of research commonly leads to problems, impediments, and lower quality of research. Thus, proper reflection of ethical issues shall be considered before commencing the process of research. In accordance with the research design and approach, the following ethical issues were diagnosed for consideration:

- The motives and targets of the study shall be communicated thoroughly prior to initiation.
- Assurance of confidentiality shall be provided regarding the results of the research to staff who are participants in the planning and modification procedure.
- A form containing consent shall be signed by both the researcher via ticking the online acceptance of the terms and conditions and the participating staff after performing the research. It may contain information related to data gathering tactics, survey methods and significance of research and cooperation.
- On the matter of the discussion overhead, it is necessary to assure that for staff who are fit for participating in the survey, it can provide an account of situations before investigating issues further if necessary.
- Numbers shall be assigned to the staff participating in the survey to mask their identities.

- The staff shall reserve the right of choosing their location of comfort for completing the survey to avoid hesitations about being frank (Blumberg, Cooper, & Schindler, 2005).
- It shall be made certain by the researcher that there is no existence of plagiarism.
- The entire process of the research including survey and analysis shall be done professionally and impartially by the researcher.

Various ethical guidelines were followed by the researcher. The respondents tick the consent box before carrying out the research and was given the independence to leave the survey (Saunders, Lewis and Thornhill, 2012). In the consent terms and conditions, the researcher ensured the respondents that they are not going to get any harm for participating in the research (Dudovski, 2018). The researcher strongly emphasized that the information that was obtained would be used for academic purposes only. The overall survey was voluntary participations and no compulsion or coercion was practiced (Saunders, Lewis and Thornhill, 2012). In addition, the respondents were given absolute freedom of choice of whether to continue with the research or not and the confidentiality was maintained. The researcher asked for permission before conducting the research from respondents who participated in the study (Dudovski, 2018). Permission to conduct the research was sought from the relevant authorities of concern through intimation and the university. (Cacciattolo, 2015).

In the context of ethical consideration, the researcher ensured protecting opinions, welfare, confidentiality rights of the respondents as per the context from Clough and Nutbrown (2002). Participants responded complementary and No reward is paid. The researcher followed his best to adhere to the following ethical considerations as much as possible.

3.10.1 Informed Consent

All the respondents were informed on the purpose and since the survey conducted digitally, tick box option was only available after the respondent read all terms and conditions and then move on for the survey fill up.

3.10.2 No Harm to participants

As per the digital form consent of the terms and conditions, the respondents got the assurance from the researcher that the respondents were safe from any harm by participating in the research and the information is for academic purpose only.

3.10.3 Confidentiality and anonymity

As per the digital form consent of the terms and conditions, the respondents received the assurance of the non-disclosure terms and the anonymous identity to be used for the analytics of data are ensured.

Chapter 4

4 Data Analysis & Results

4.1 Introduction

This chapter presents the outcomes and findings of the research based on the information obtained and analysed. These are provided in accordance with the specific objectives the research set out to achieve. In addition to being presented in the form of tables, graphs, and charts, the results of the research were discussed. Based on the Axiata's population size, the resultant sample size is 79 where all the employees were sent the Google form questionnaires as well as The researcher also used interviews with Axiata OPCOs like Robi, Newcos like ADA/ APIGATE and Towercos like edotco for an all-round perspective on the issue at hand.

In univariable analysis, it is shown that the demographical and socio-economic status of our respondents. Demographic segmentation allowed to distinct the respondents into smaller groups such as, location, age, gender, marital status, number of children etc. Examinations of socioeconomic status revealed the standing of the respondents in accessing to the resources, privileges they are getting or lacking, power and control. The combined analysis of the two factors have helped to find the relationship between the two factors which has been playing a vital role on the respondent's current observation and as well as view on their workplace.

Relationship through Mann-Whitney Test and Kruskal-Wallis Test along with significance level in bivariable analysis were measured. The Mann-Whitney test is used to examine whether there's a distinction withinside the structured variable for two independent groups. It compares whether the distribution of the structured variable is equal for the two groups and consequently from the same population. The test ranks all the dependent values i.e. lowest value receives a rating of 1 after which makes use of the sum of the ranks for each group withinside the calculation of the test statistic. The Kruskal-Wallis test is a position based nonparametric test that can be utilise to decide whether there are measurably huge

contrasts between at least two groups of an autonomous variable on a nonstop or ordinal dependent variable. It stretches out the Mann-Whitney test to multiple groups.

In multivariable analysis, it is shown that the simple and multiple regression analysis. When there are more than two variables in a data set, multivariate analysis is a more advanced form of statistical analysis approach.

4.2 Reliability

Table 4.1: Cronbach's Alpha calculation of all independent variables

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.948	0.949	9

Source: Reliability Statistics from the data analysis

From the above table 4.1, it is observed that Cronbach's alpha is **0.948**, which indicates a high level of internal consistency among independent variables with this specific sample.

4.3 Univariable Analysis

Univariate analysis is the simplest form of analysing data. “Uni” means “one”, so in other words your data has only one variable. It doesn't deal with causes or relationships (unlike regression) and its major purpose is to describe; It takes data, summarizes that data and finds patterns in the data. This is an aspect of quantitative research. If the variable age is the focus of the study, for example, the analyst would examine how many people fall into each age category. The average is the most common method for this type of analysis, from which standard deviation and variance figures are calculated.

Below is the collective analysis on the aspect of quantitative research using the univariable analysis method.

Univariate analysis is a type of statistical, quantitative analysis. This type of analysis examines the findings for each variable in a data set separately, and each variable is thus summarized independently. As a result, unlike bivariate and multivariate analysis, univariate data does not look at links between variables; its sole objective is to describe

one component of a piece of study. Although different forms can be utilise, the easiest approach to consolidate data for one variable is in a frequency distribution table or bar graph (e.g. pie chart, histogram etc.). This means that the number of examples in a certain category (variable) is analysed using one of the presented methods. Using the question, "What is the average age in the organisation?" You may receive a wide range of numbers, so aggregate the ages (once you've decided on the categories to use) and add them up in a frequency table.

These are the certain analysis made as to be presented in this part of the thesis. Under each analysis of the response which has been retrieved from the circulated survey to the selected respondents of different demographic and socio-economic status, a briefed understanding and findings have been demonstrated for better understanding.

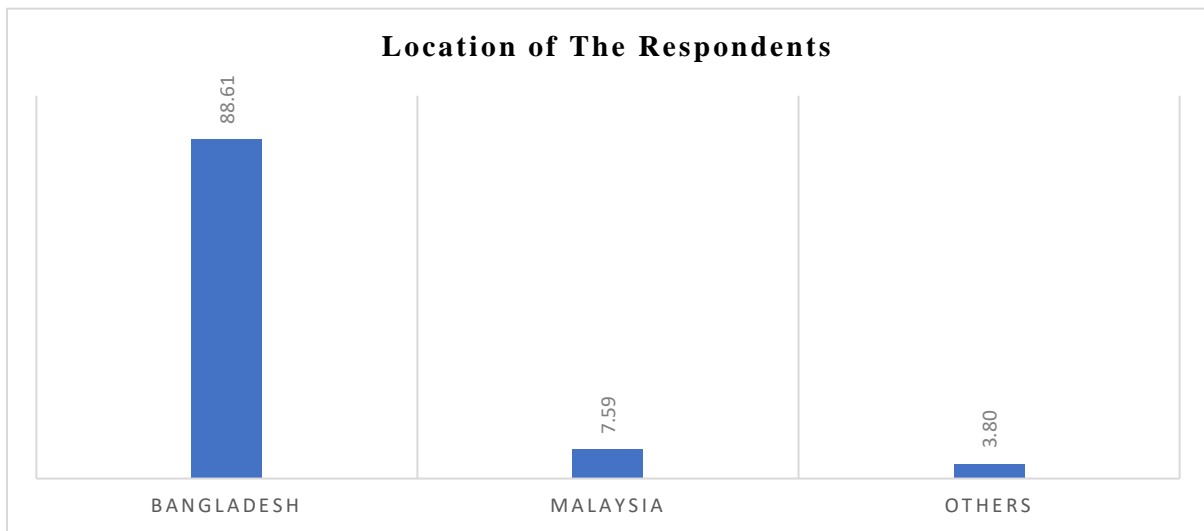


Figure 4.1: Location of the sample respondents

Source: Calculated by the author

In our study as reflected to Figure 4.1 above, most of the respondents are Bangladeshi citizen who are taking over 88.61% of the total respondents. 7.59% respondents are Malaysian and only 3.8% respondents are other country's citizen. Here the locations are Srilanka, Cambodia and Pakistan based on the OPCO locations of Axiata Sdn Bhd. As location plays a vital role to distinguish curtain groups according to their demographic and

socio-economic status, it will be easier to find out the variation of demographic and socio-economic status between a large number of people from the same location.

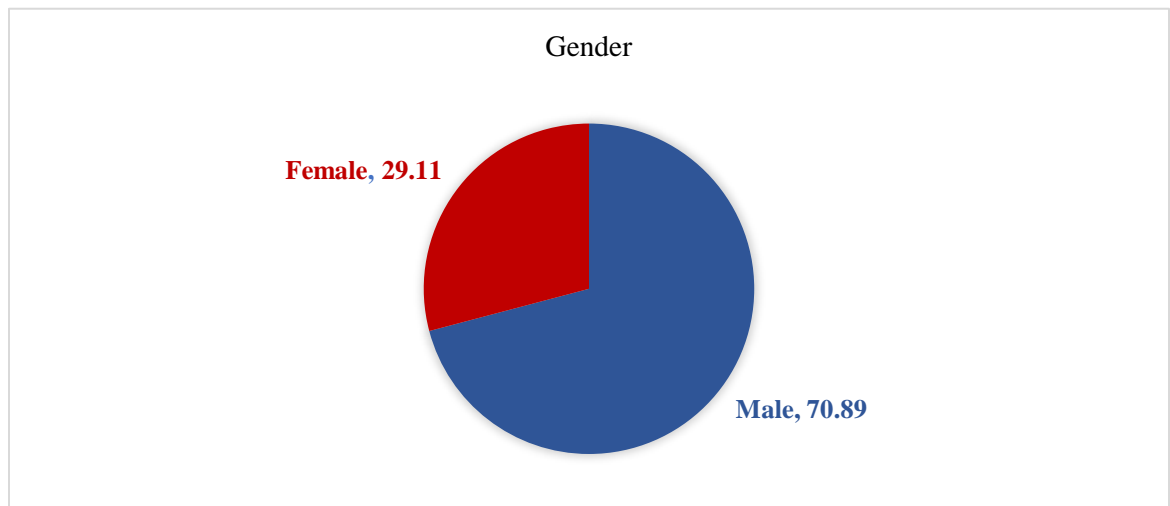


Figure 4.2: Gender of the sample respondents

Source: Calculated by the author

Among the respondents, male respondents are taking the lead by 70.89% whereas the total percentage of female is 29.11% as per the outcome mentioned above in Figure 4.2,

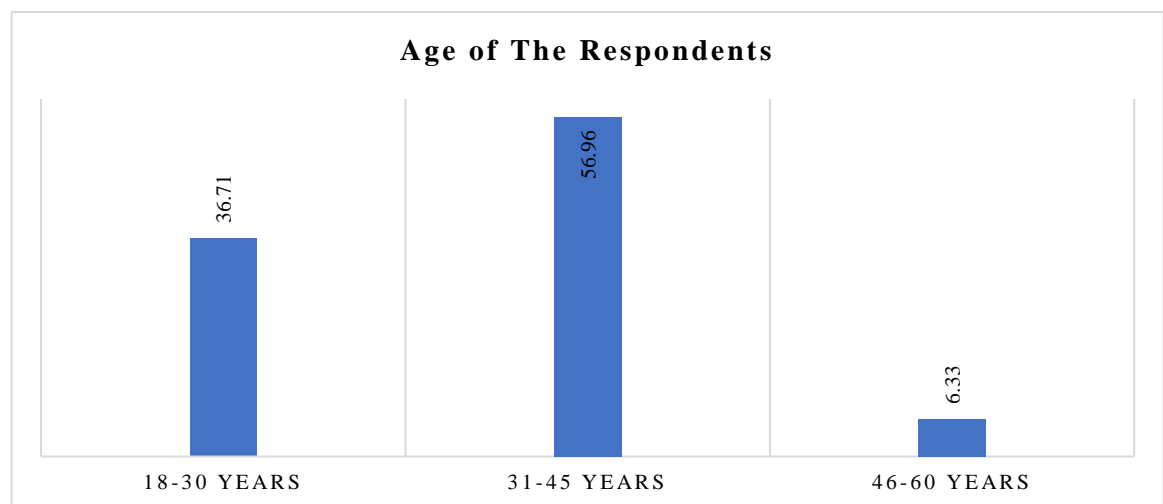


Figure 4.3: Age of the sample respondents

Source: Calculated by the author

As per Figure 4.3 above, considering the age group, 36.71% are aged between 18 and 30, 56.96% are in age range of 31-45, and only 6.33% respondents are aged between 46 and 60.

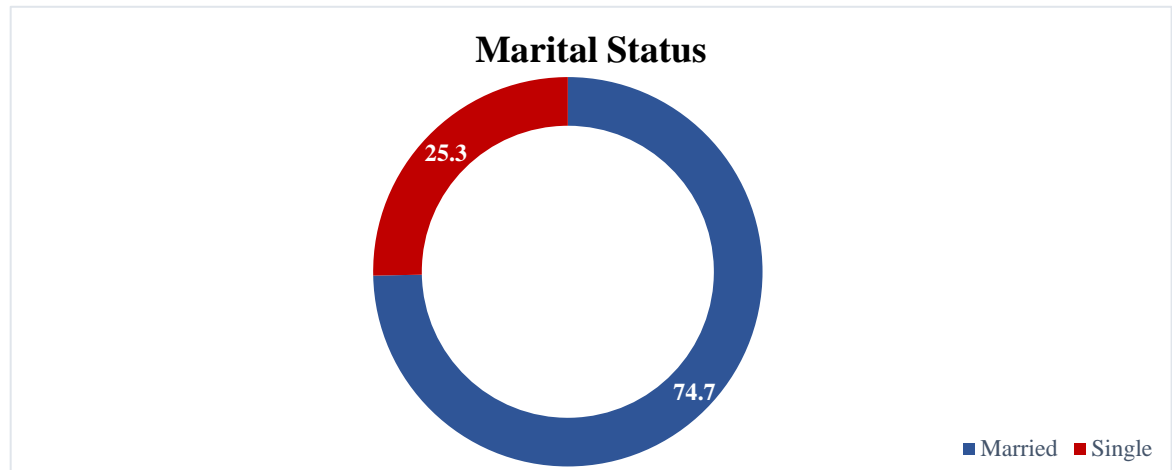


Figure 4.4: Marital Status of the sample respondents

Source: Calculated by the author

It is observed in the Figure 4.4 above that 74.7% respondents are married in our study and rest 25.3% are unmarried respondents. So, it is a mix of matured adult and young adults in the respondent.

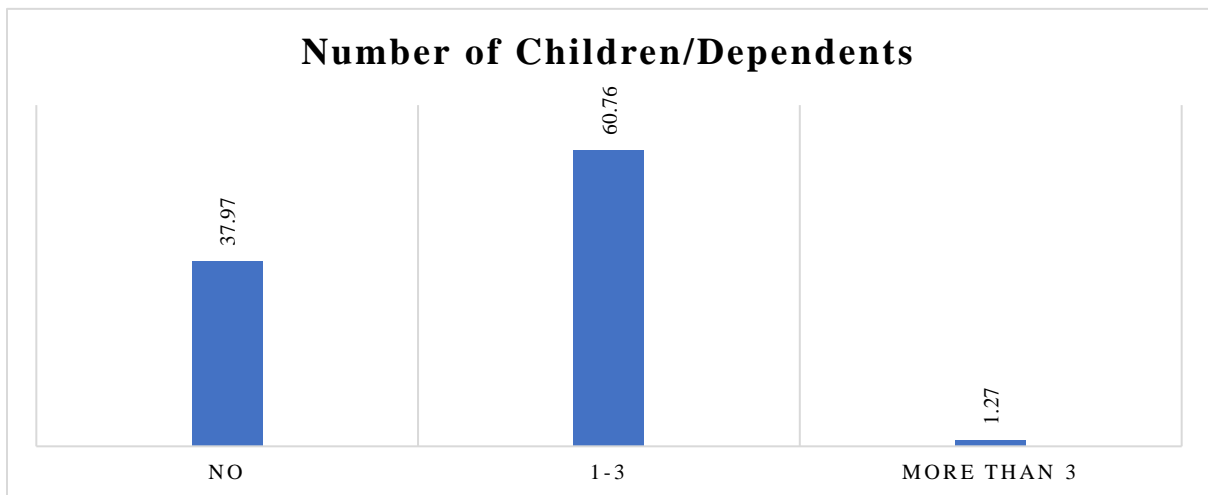


Figure 4.5: Number of children/dependents of the sample respondents

Source: Calculated by the author

As per Figure 4.5 above, it is seen that 37.97% respondents have no child or dependent person although it is found 25.3% are unmarried so it can be articulated that $(37.97 - 25.3)$ 12.67% married respondents have no child or dependent person. 60.76% respondents have 1 or 2 or 3 child or dependent person and 1.27% have more than 3 children or dependents.

Table 4.2: Job Tenure of the Respondents

Characteristics	n (%)
How long have you been working in Axiata?	
Less than 2 years	18(22.78%)
2 years to 5 years	23(29.11%)
5 years to 7 years	14(17.72%)
More than 7 years	24(30.38%)

Source: Calculated by the author

In our study outcome as per Table 4.2, Amongst the participants, most of them (30.38%) have been working in Axiata for more than 7 years. However, the second tier which is around 29.11% is taken by the people who have been working for 2 years to 5 years. The lowest amount between the participants are the 17.72% from the total, who have been working for 5 to 7 years. On the other hand, an affluent amount of 22.78% of people are in Axiata for less than 2 years.

Table 4.3: Employee level of the Respondents

Characteristics	n (%)
Current level of employment	
Less than level 15	26(32.91%)
Level 15-17	16(20.25%)
Level 18-20	25(31.65%)
Level 20+	7(8.86%)
Contractual	5(6.33%)

Source: Calculated by the author

As per Table 4.3 above, 32.91% of the participants working in Axiata are in less than level 15 of employment which also taking the largest portion of the total respondents. 20.25% of them fall under level 15-17 of employment and with achieving the second largest portion of the total respondents, around 31.65% of the total respondents fall under level 18-20. 8.86% of them belong to Level 20+ & only 6.33% of them are contractual.

Table 4.4: Skill Level of the Respondents

Characteristics	n (%)
Skill level of the employee	
Skilled	72(91.14%)
Semi-skilled	7(8.86%)

Source: Calculated by the author

As per Table 4.4 above, it is seen see that most of the respondents (91.14%) are skilled and only (8.86%) are semi-skilled. Around 72 respondents out 79 are skilled and only 7 of them are semi-skilled. So, the amount of skilled is much more than the amount of semi-skilled.

Table 4.5: Job Growth of the Respondents

Characteristics	n (%)
How much was your average tenure per level? (promotion in how many years)	
Never got promoted	15(18.99%)
Less than 1 year	2(2.53%)
1-1.5 year	4(5.06%)
1.5-2 years	6(7.59%)
2-2.5 years	5(6.33%)
2.5-3 years	26(32.91%)
above 3 years	21(26.58%)

Source: Calculated by the author

In the light of Table 4.5, among the respondents 32.91% have average tenure per level is 2.5-3 years in Axiata, only 2.53% respondents have less than 1-year average tenure to get the promotion from the current level, average tenure per level is more than 3 years for 26.58% respondents. Between the total of 79 respondents, a large portion of 26 people have 2.5-3 years of tenure. And, second large portion is hold by 21 respondents who have above 3 years of tenure. Only two respondents have less than 1 year, and 4 respondents have 1-1.5 year of tenure. 6 respondents have 1.5 – 2 years of tenure and 5 people have 2-2.5 years of tenure. So, it can be seen most of the respondents have more 2.5 years of tenure in Axiata.

Table 4.6: Salary Increment of the Respondents

Characteristics	n (%)
How much is your total increment so far within Axiata Tenure?	
less than 10%	37(46.84%)
10%-20%	14(17.72%)
20%-30%	2(2.53%)
30%-40%	7(8.86%)
40%-50%	4(5.06%)
Above 50%	15(18.99%)

Source: Calculated by the author

As per Table 4.6 above, in case of increment, 18.99% respondents have more than 50% increment, 46.84% have less than 10% increment, 17.72% respondents have 10-20% increment and only 2.53% get 20-30% increment in Axiata. Out of all the respondents, 37 respondents had less than 10% increment so far and 15 respondents have the highest increment of 50% in their Axiata tenure. Only 2 respondents had 20-30% increment and 7 respondents had 30-40% increment following by only 4 respondents had 40-50% increment,

Table 4.7: Receiving the Training Session of the Respondents in Hours

Characteristics	n (%)
Is your total Tenure in Axiata, number of sessions on training and development hours you have been exposed per year?	
less than 5	15(18.99%)
5-10	18(22.78%)
10-15	8(10.13%)
15-20	3(3.8%)
20-25	11(13.92%)
25+	24(30.38%)

Source: Calculated by the author

Table 4.7 expressed 18.99% respondents get less than 5 hours of training of their job tenure in Axiata, 22.78% respondents get 5-10 hours of training from Axiata, more than 25 hours of training get 30.38% participants, only 3.8% get 15-20 hours of training from Axiata.

Table 4.8: Receiving the Training Sessions of the Respondents in Numbers

Characteristics	n (%)
Is your total Tenure in Axiata, number of sessions on training and development you have been exposed in home and abroad?	
less than 5	29(36.71%)
5-10	16(20.25%)
10-15	12(15.19%)
15-20	8(10.13%)
20-25	5(6.33%)
25+	9(11.39%)

Source: Calculated by the author

In case of number of training as per Table 4.8, it is found that 36.71% participants get less than 5 numbers of training, 20.25% get 5-10 numbers of training, 10-15 numbers of training

get 15.19% participants, 10.13% participants belong to 15-20 number of trainings, more than 25 number of trainings get 11.39% respondents.

Table 4.9: Number of Transformation of the Respondents

Characteristics	n (%)
Is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?	
less than 3	32(40.51%)
3-5	27(34.18%)
5-7	11(13.92%)
7-9	5(6.33%)
9+	4(5.06%)

Source: Calculated by the author

As per Table 4.9 above, 40.51% respondents exposed to less than 3 number of transformation and organisational restructure in Axiata, 20.25% are exposed to less than 3-5 number of transformation and organisational restructure, 5-7 number of transformation and organisational restructure faced by 13.92% respondents, 6.33% and 5.06% respondents exposed to 7-9 and more than 9 number of transformation and organisational restructure respectively.

Table 4.10: Respondents Opinion about the Necessity of Training for Transformation

Characteristics	n (%)
Training and Development should be mandatory to ensure transformation	
Yes	78(98.73%)
No	1(1.27%)

Source: Calculated by the author

In the light of Table 4.10 above, 98.73% respondents thinking that training and development should be mandatory to ensure transformation. Also, 100% respondents

considering that it is important to ensure communication and management expectation on the end goal of the transformation journey.

Table 4.11: Respondents Opinion about the Awareness of Role for Transformation

Characteristics	n (%)
You are aware of your role in the transformation journey in your current role	
Yes	76(96.2%)
No	3(3.8%)

Source: Calculated by the author

As per Table 4.11, in Axiata, 96.2% respondents have awareness of their role in the transformation journey and 72.15% respondents think that their colleagues have also awareness regarding their role in the transformation journey.

Table 4.12: Respondents Opinion about their colleagues

Characteristics	n (%)
You think most of the colleagues around you are aware of the journey in their current role	
Yes	57(72.15%)
No	22(27.85%)

Source: Calculated by the author

In Axiata, 72.15% respondents believes even the other colleagues are aware of the HR transformation and 27.85% respondents think that their colleagues have no awareness regarding their role in the transformation journey as mentioned in Table 4.12 above.

Table 4.13: Employee Communication regarding Transformational Journey

Characteristics	n (%)
Axiata/ your OPCO ensures periodical communication as Town halls and employee engagement to ensure implementation of this transformational journey	
Yes	75(94.94%)
No	4(5.06%)

Source: Calculated by the author

As per Table 4.13, 94.94% respondents give their opinion that Axiata/their OPCO ensures periodical communication as Town halls and employee engagement to ensure implementation of this transformational journey. 96.2% respondents have properly briefed and guided by their supervisor on their current role and management expectation from them

Table 4.13(a): Respondents Knowledge about Career Aspiration

Characteristics	n (%)
You have a clear career path or goal and your career aspiration for the next 2 to 5 years in Axiata/ OPC	
Yes	61(77.22%)
No	18(22.78%)

Source: Calculated by the author

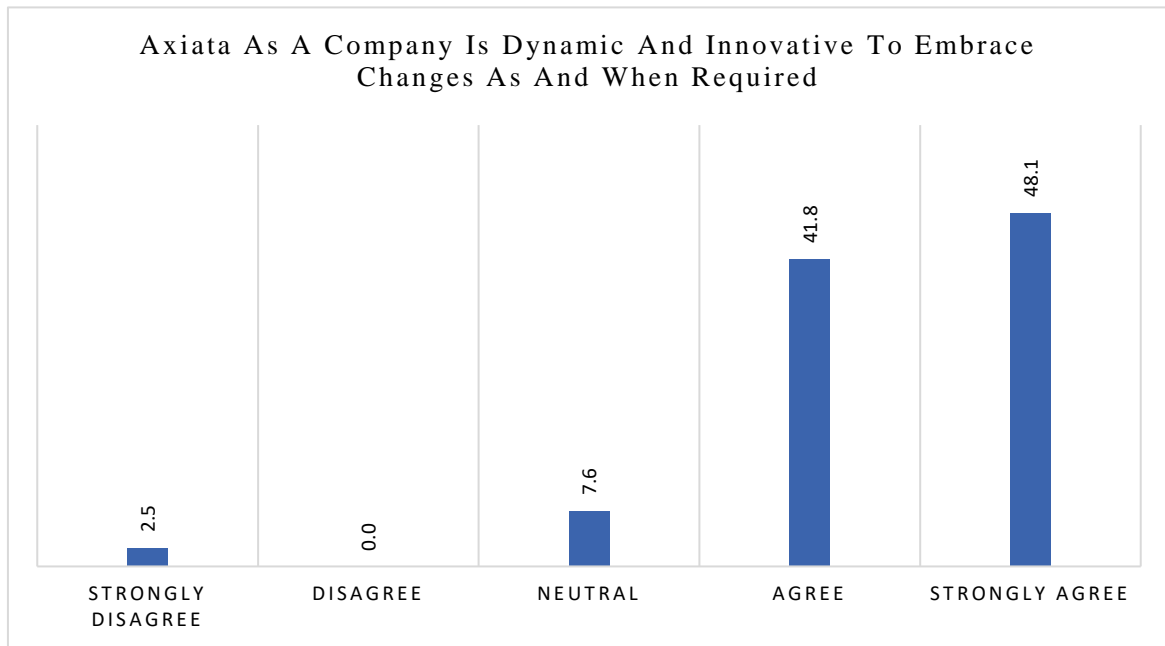
In Axiata, 77.22% respondents have a clear career path or goal and their career aspiration for the next 2 to 5 years and 91.14% respondents want to serve in Axiata for the next 2-5 years as extracted from Table 4.13 (a) above.

Table 4.13(b): Respondents Preferences for Switching Job

Characteristics	n (%)
Do you want to serve in Axiata for the next 2 5 years or you are looking for an option to switch	
Yes	72(91.14%)
No	7(8.86%)

Source: Calculated by the author

As per Table 4.13 (b), around 91.14% of the total respondents are willing to continue their tenure of job whereas 8.86% are willing to switch.



Source: Calculated by the author

Figure 4.6: Sample respondent's response on 'Axiata as a company is dynamic and innovative to embrace changes as and when required'

From the above graph Figure 4.6, it can be seen that 89.9% of respondents have agreed that Axiata as a company is dynamic and innovative to embrace changes as and when required. Amongst them, 48.1% has shown that they are strongly agreed with this statement. 7.6% did not express their opinion about this & remained neutral. It is imperative that communication on the triple core strategy, the essence of transformation and companywide human resource engagement is now paying the price.

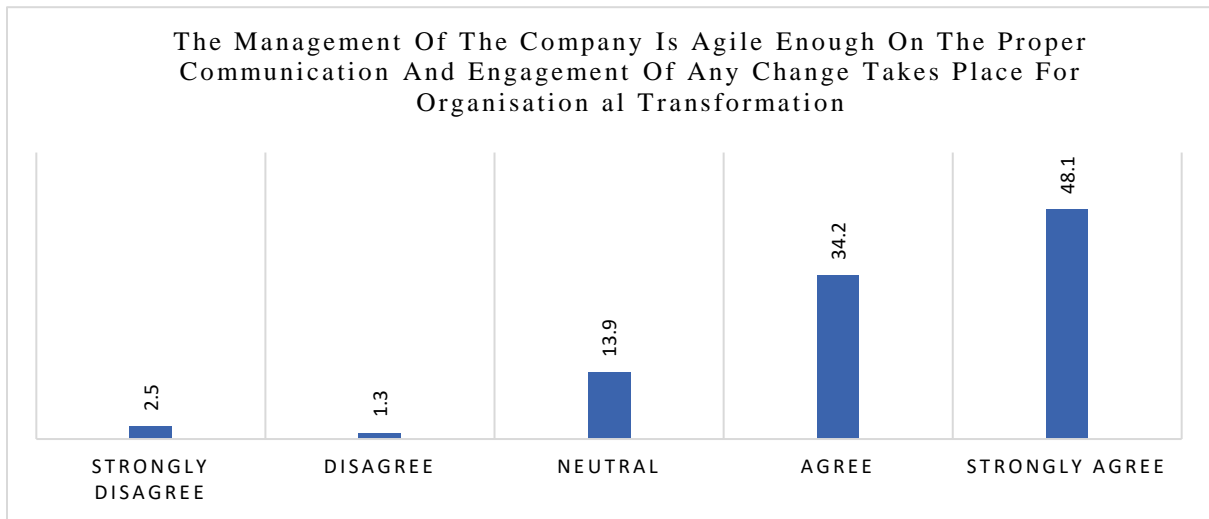


Figure 4.7: Sample respondent's response on 'The management of the company is agile enough on the proper communication and engagement of any change takes place for organisation al transformation

Source: Calculated by the author

From the above graph Figure 4.7, it can be seen that 48.1% respondents are strongly agreed that the management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation along with this statement 34.2% respondents are agreed. So, total 82.3% of the respondents has agreed on the fact. Also, 13.9% did not express their opinion about this & remained neutral. Only 1.3% of them has shown disagreement and where's 2.5% are strongly disagreed with this statement.

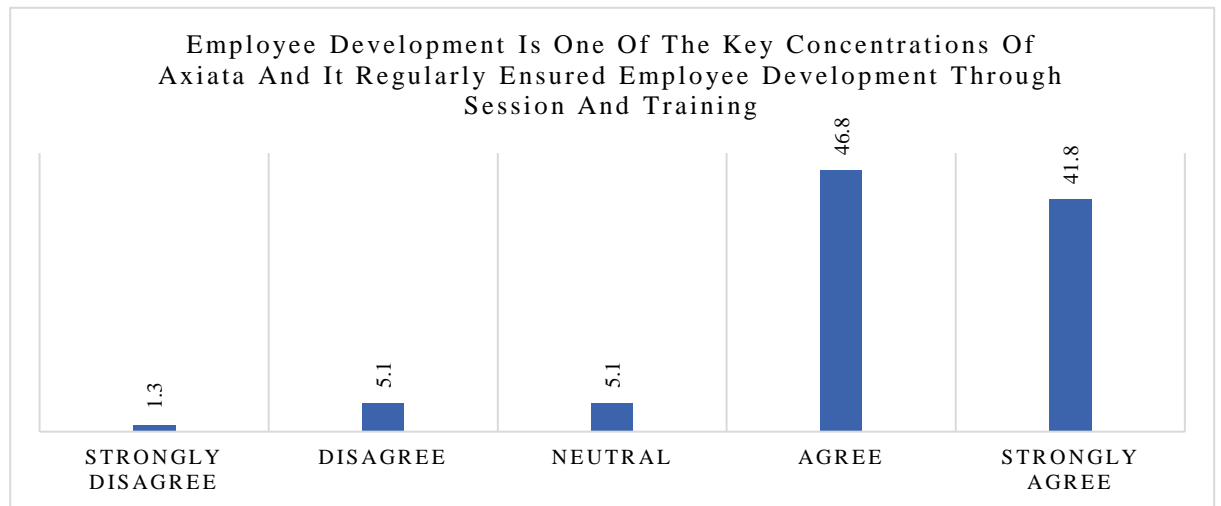


Figure 4.8: Sample respondent's response on 'Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training'

Source: Calculated by the author

As per Figure 4.8 above, amongst all the respondents, most of them (88.6%) agreed that employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training where 41.8% of them has strongly agreed with this statement. 5.1% of them did not express their opinion about this & remained neutral. Also, 6.4% of the total respondents has shown their disagreement to the fact that employee development is one of Axiata's primary concerns, and it ensures it on a regular basis through sessions and training.

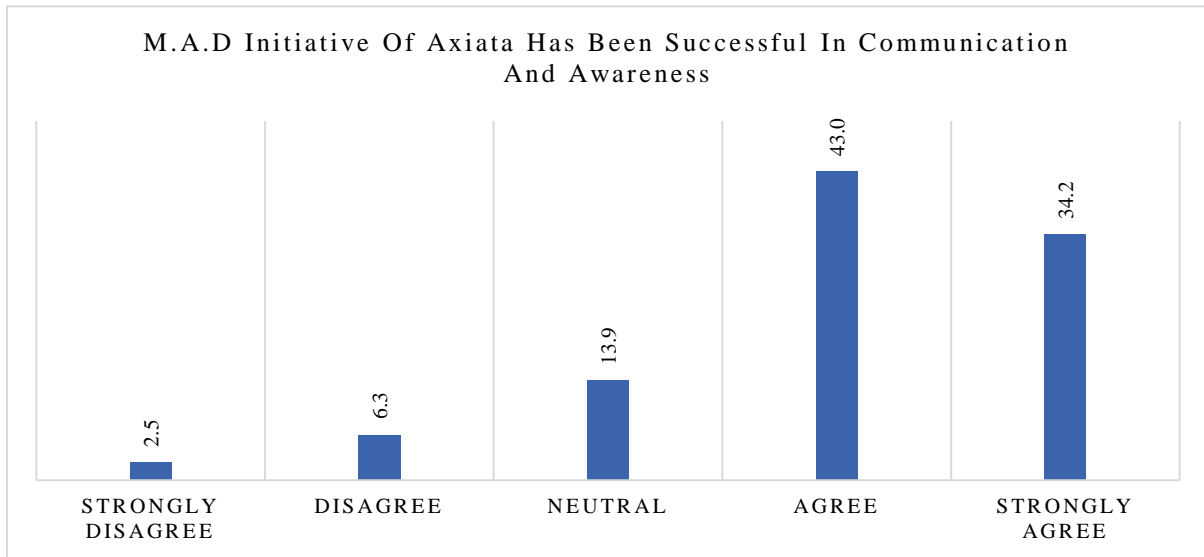


Figure 4.9: Sample respondent's response on 'M.A. D initiative of Axiata has been successful in communication and awareness

Source: Calculated by the author

In the light of the Figure 4.9 above, 34.2% respondents strongly agreed that M.A.D initiative of Axiata has been successful in communication and awareness and 43% respondents agreed with this statement. 13.9% did not express their opinion about this & remained neutral. Also, total 8.8 % of the respondents has shown disagreement in the statement where 2.5% were strongly disagreed to the fact that M.A.D initiatives of Axiata has been successful in communication and awareness. 8.9% respondents disagreed that M.A.D initiative of Axiata has been successful in implementation across the OPCOs, 43% are agreed and 25.3% are strongly agreed that this initiative is successful. Also, 22.8% did not express their opinion about this & remained neutral.

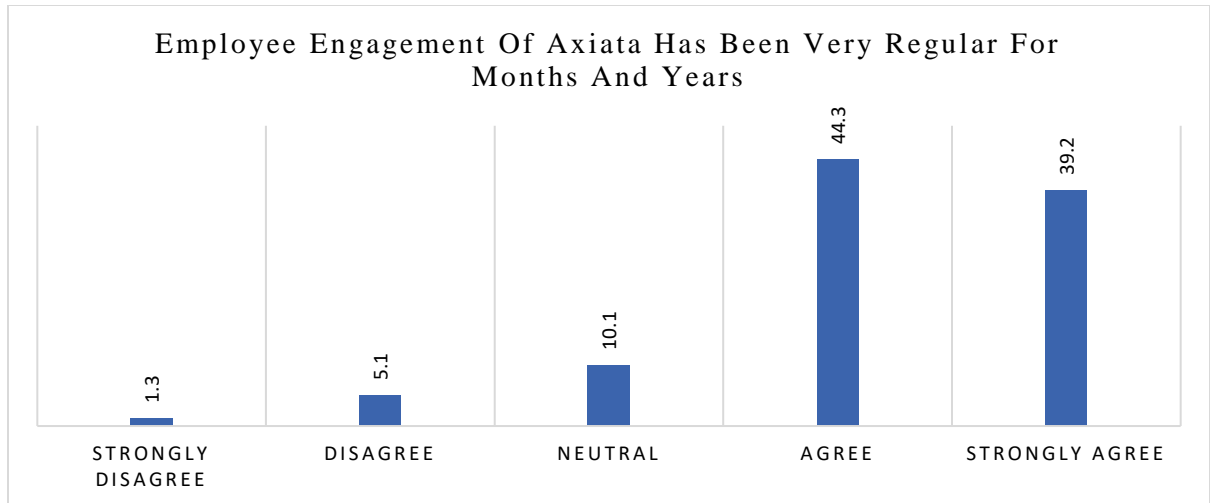


Figure 4.10: Sample respondent's response on regular employee engagement across Axiata

Source: Calculated by the author

As it can be seen from the above graph Figure 4.10, 83.5% respondents express their opinion that the employee engagement of Axiata has been very regular for months and years whereas 39% of them has strongly agreed to the fact. 10.1% did not express their opinion about this & remained neutral. 6.4% respondents are disagreed with this statement where 1.3% of them strongly disagreed to this fact.

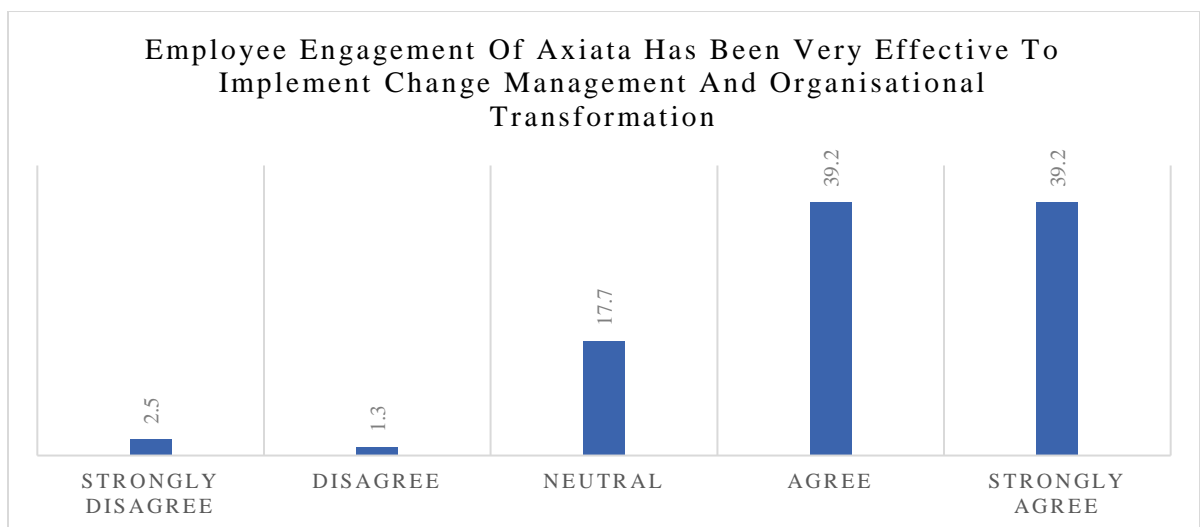


Figure 4.11: Sample respondent's response on 'Employee Engagement of Axiata has been very effective to implement change management and organisation al transformation

Source: Calculated by the author

As per Figure 4.11 above, most of the respondents (78.4%) agreed that employee engagement of Axiata has been very effective to implement change management and organisational transformation where 39.2% of them are strongly agreed to this statement. 17.7% did not express their opinion about this & remained neutral. Around 3.8% of the total respondents has shown their disagreement to this fact.

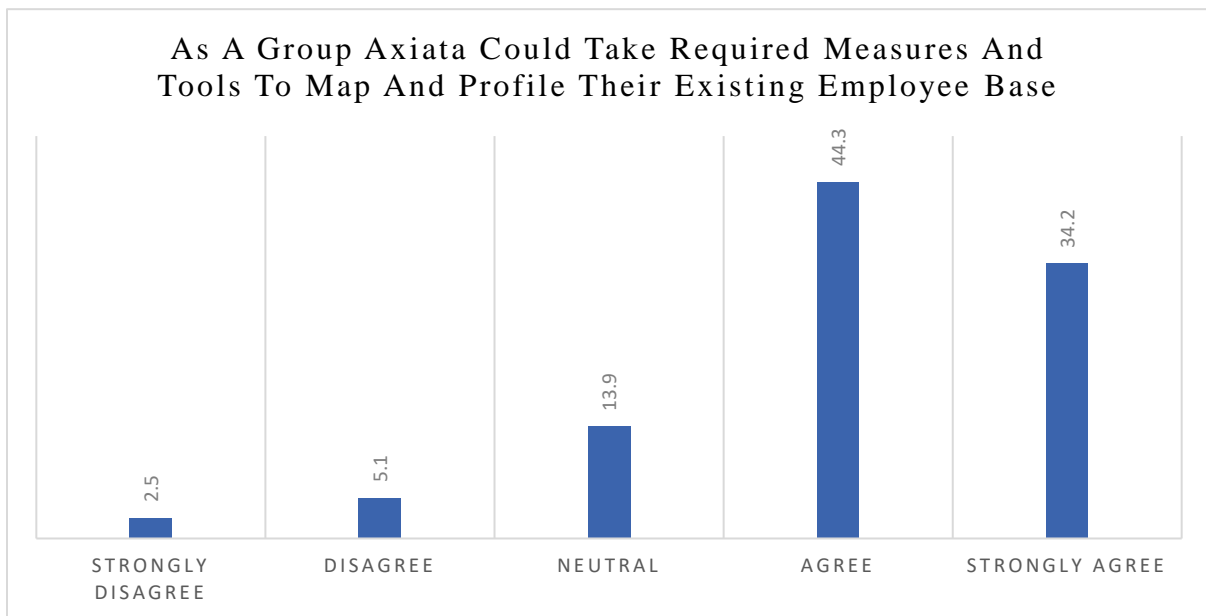


Figure 4.12: Sample respondent's response on 'As a group Axiata could take required measures and tools to map and profile their existing employee base

Source: Calculated by the author

Figure 4.12 above expressed that 34.2% respondents strongly agreed and 44.3% are agreed that as a group Axiata could take required measures and tools to map and profile their existing employee base. 13.9% did not express their opinion about this & remained neutral. Also, total 7.6% of the participants has shown disagreement towards the statement.

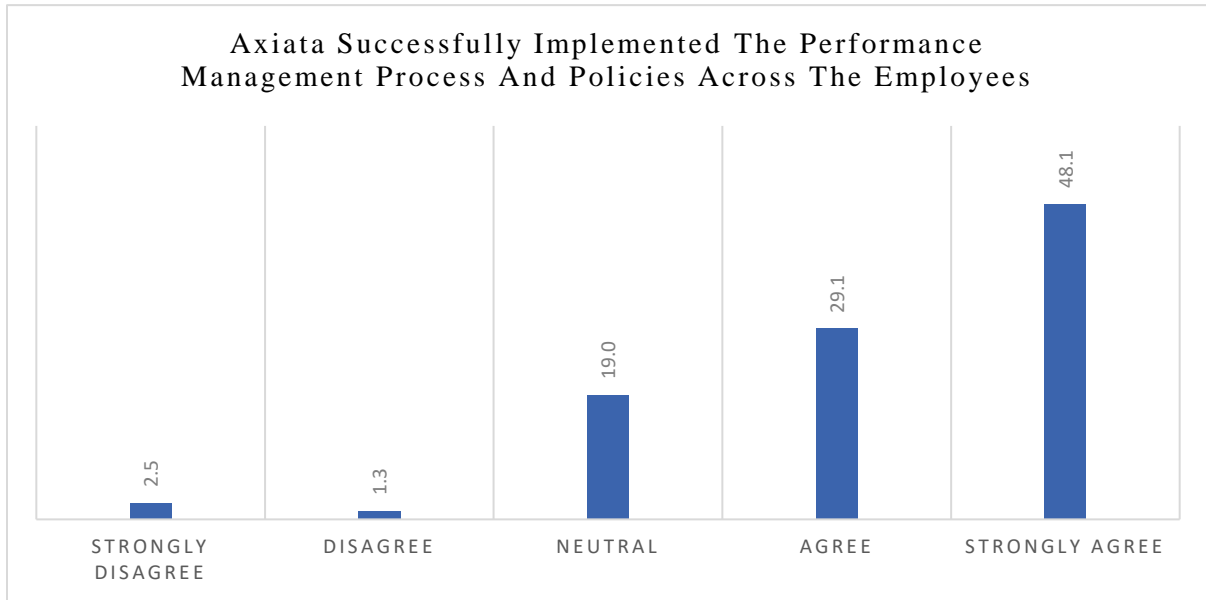


Figure 4.13: Sample respondent's response on Axiata successfully implemented the performance management process and policies across the employees

Source: Calculated by the author

As per Figure 4.12, 77.2% respondents thinking that Axiata successfully implemented the performance management process and policies across the employees but 2.5% respondents are strongly disagreed that the implementation of management process and policies is not successful. Also, 19.0% did not express their opinion about this & remained neutral.

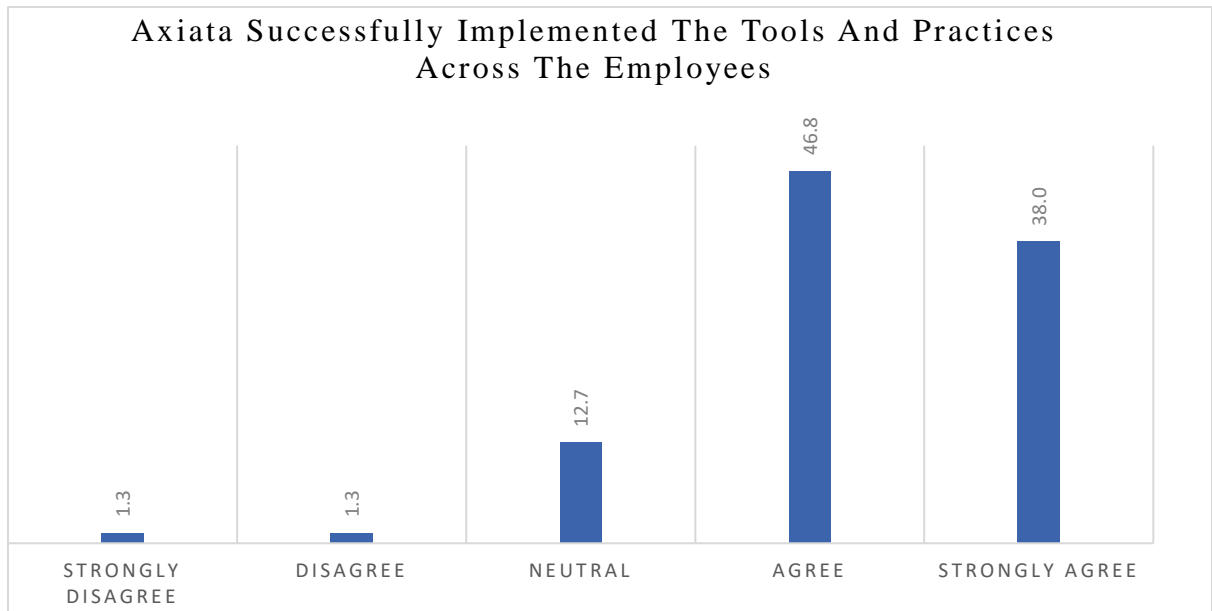


Figure 4.14: Sample respondent's response on 'Axiata successfully implemented the tools and practices across the employees

Source: Calculated by the author

In the light of Figure 4.14 above, 86.8% respondents considering that Axiata successfully implemented the tools and practices across the employees where 38% of the participants has shown strong agreement towards the statement. Also, 12.7% did not express their opinion about this & remained neutral. Also, total 2.6% of the participants has shown disagreement towards the statement where 1.3% were strongly disagreed.

As per Figure 4.15 above, 27.9% respondents do not express their any opinion regarding

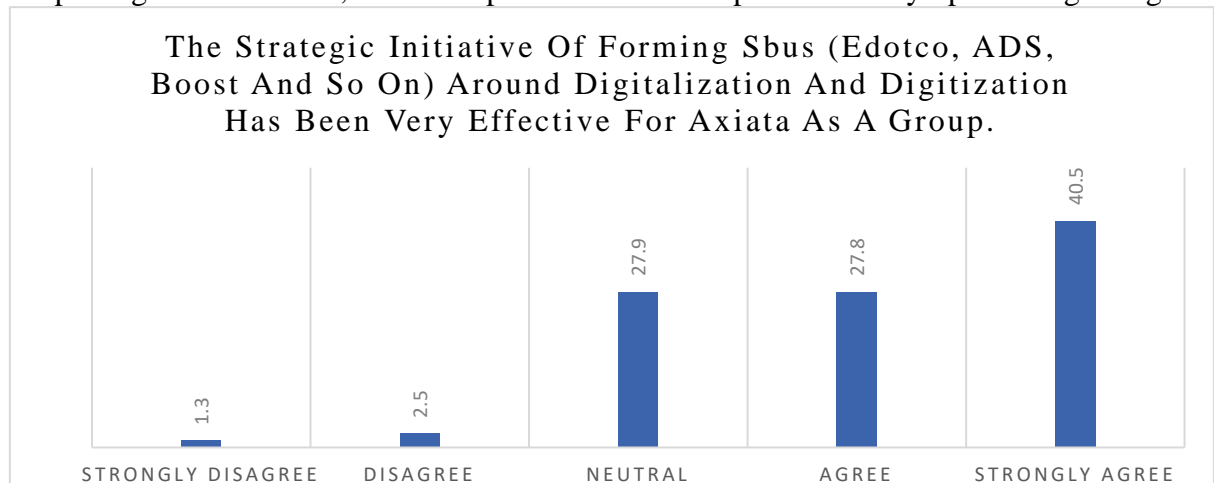


Figure 4.15: Sample respondent's response on 'The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) round digitalization and digitization has been very effective for Axiata as a group.

Source: Calculated by the author

the statement “The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group” and 40.5% respondents strongly agreed with this statement. Total 68.3% of the total participant were agreed to this fact and total 3.8% of them has shown disagreement towards the fact.

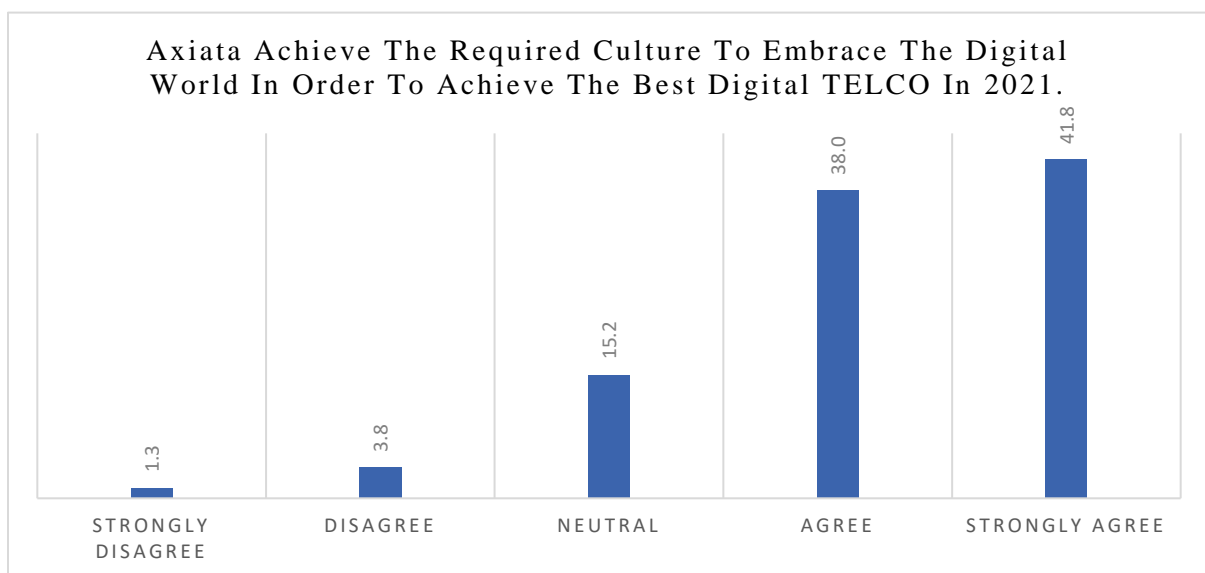


Figure 4.16: Sample respondent's response on 'Axiata achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2021

Source: Calculated by the author

79.8% respondents thinking that Axiata achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2021 where 41.8% of the participants were strongly agreed with this fact. 15.2% did not express their opinion about this & remained neutral. Also, total 5.1% of the total participants has shown their disagreement.

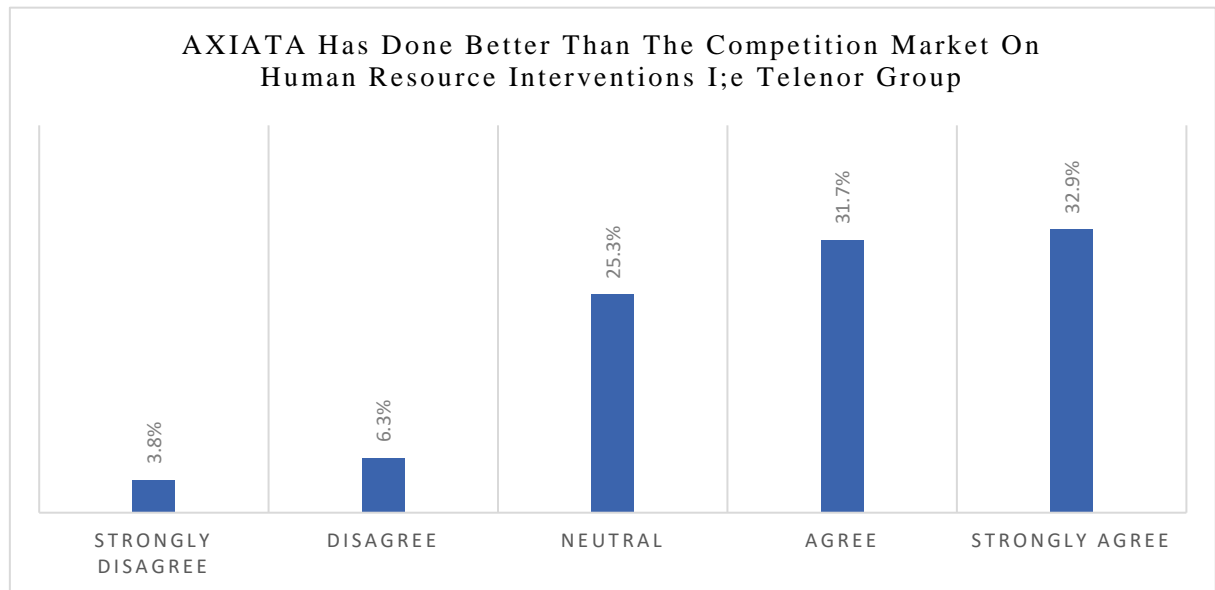


Figure 4.17: Sample respondent's response on 'AXIATA has done better than the competition market on human resource interventions i.e. Telenor group'

Source: Calculated by the author

In the light of Figure 4.17 above, 10.1% (3.8%+6.3%) respondents disagreed with the statement that Axiata has done better than the competition market on human resource interventions i;e Telenor group, 31.7% are agreed and 32.9% are strongly agreed with this statement. Also, 25.3% did not express their opinion about this & remained neutral.

4.4 Test for Normality

The normality tests are supplementary to the graphical assessment of normality. One of the the main test for the assessment of normality is Kolmogorov-Smirnov (K-S). This test for our normality test assessment will be used. Normality test is required to measure the variable is follows the normal distribution or not. If the test and plots suggest that the

variable follows the normal distribution, then consider the parametric test for further analysis regarding our variable otherwise it is considered as the non-parametric test. It is commonly used normality tests to examine the outcomes of processes that produce asymptotically or nearly normal random variables under the null hypothesis. The test of normality is a crucial step in determining the measures of central tendency and statistical methods for data analysis for continuous data. When our data has a normal distribution, parametric tests are employed to compare the groups; otherwise, nonparametric approaches are used.

4.4.1 Kolmogorov-Smirnov (K-S)

The Kolmogorov–Smirnov test (K–S test or KS test) is a nonparametric test of the equality of continuous or discontinuous, one-dimensional probability distributions that can be used to compare a sample to a reference probability distribution (one-sample K–S test) or two samples (two-sample K–S test) in statistics. Andrey Kolmogorov and Nikolai Smirnov are its namesakes. The Kolmogorov–Smirnov statistic measures the distance between a sample's empirical distribution function and the reference distribution's cumulative distribution function, or between two samples' empirical distribution functions. This statistic's null distribution is calculated under the null hypothesis that the sample is drawn from the reference distribution (in the one-sample case) or that the samples are drawn from the same distribution (in the two-sample case) (in the two-sample case). The null hypothesis may consider a continuous distribution in the one-sample scenario, whether discrete or mixed. The distribution considered under the null hypothesis in the two-sample scenario is a continuous distribution but otherwise unrestricted. The two-sample test, on the other hand, can be carried out under more generic conditions that allow for discontinuity, heterogeneity, and dependence between samples.

Many statistical tests, such as ANOVA, the t-test, and others, use the Kolmogorov-Smirnov test to verify the normality assumption. However, if sample sizes are reasonable, such as $N \geq 25$, such tests are usually always robust against a violation of this assumption. As a result, if the goal is to meet the normality assumption, normality tests are only required for small sample sizes. Small sample numbers, unfortunately, result in insufficient statistical power

for normality tests. Significant deviations from normalcy, on the other hand, will not have statistical significance. The test indicates that there is no deviation from normality, but it is quite significant. In other words, when normality tests are required (due to limited sample sizes), they perform badly.

Below is the Organisational Transformation graph based on the responses which will be used for running the Test for normality.

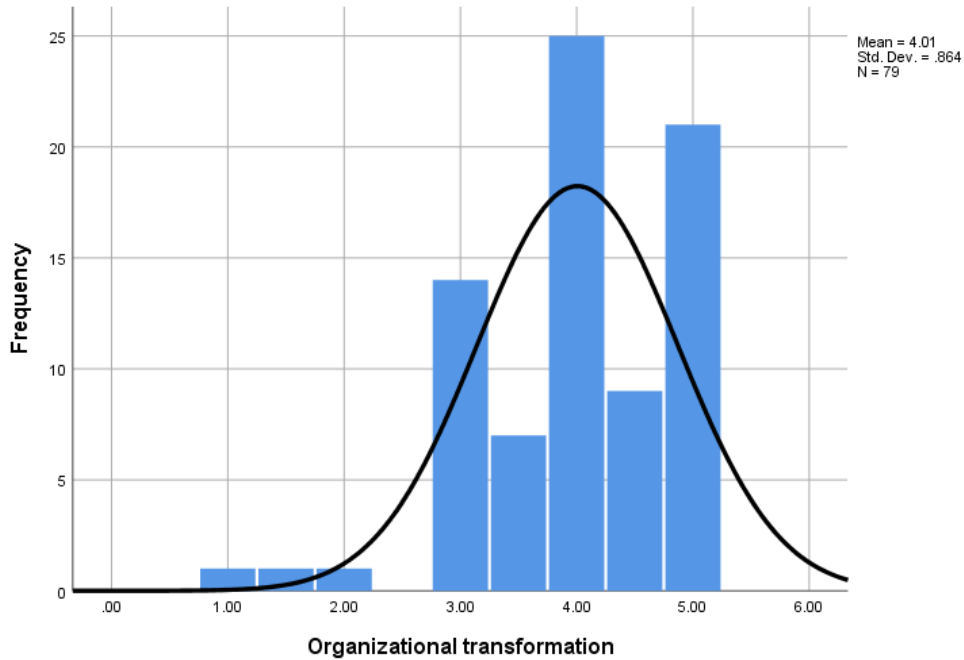


Figure 4.18: Histogram of Organisation transformation

Source: Calculated by the author

In the light of Figure 4.18 as above, as it is seen that the graph above of 'Organisational transformation' with a peak frequency up to 25 score. Also, the graph calculates a Mean: 4.01, Std. Dev (Standard deviation) = .864, N=79.

Table 4.14: Tests of normality based on the organisational transformation

Tests of Normality						
	Kolmogorov Smirnov			Shapiro Wilk		
	Statistic	df	p value	Statistic	df	p value
Organisational transformation	0.193	79	<0.001	0.879	79	<0.001

Source: Calculated by the author

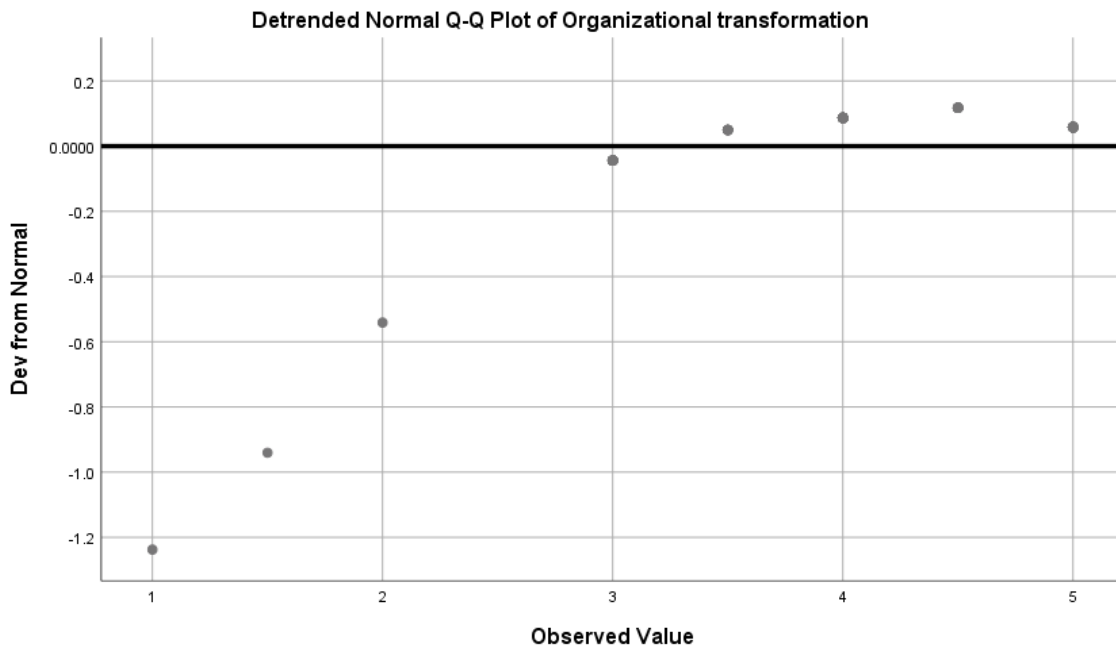


Figure 4.19: Detrended Normal Q-Q plot of organisation transformation

Source: Calculated by the author

After execution of the normality test and plot for our dependent variable (Organisational Transformation) in Figure 4.19, it can be found that this variable does not follow the normal distribution since the Kolmogorov-Smirnov test is significant (p-value is <0.001) so enough evidence is not found that accepting the null hypothesis (Null hypothesis is data comes from the normal distribution). In this regard, the non-parametric test is considered for further analyses.

4.5 Bivariate Analysis

One of the most basic types of quantitative (statistical) analysis is bivariate analysis. It entails the examination of two variables (commonly labeled as X, Y) to determine their empirical relationship.

A two-column data table can be used to store the findings of bivariate analysis. For example, you could be interested in learning more about the relationship between caloric consumption and weight (which, of course, is quite strong). More information is available [here](#).) Your independent variable, X, would be caloric consumption, and your dependent variable, Y, would be weight. Two sample data analysis is not the same as bivariate analysis. The X and Y are not directly associated in a two-sample data analysis (like a two-sample z test in Excel). Each sample can also have a varying number of data values; bivariate analysis assigns a Y value to each X. Let's say your daily caloric intake was 3,000 calories and you weighed 300 pounds. That would be written with the x-variable first, then the y-variable: (3000,300).

So, in the thesis when the bivariate analysis is run, it is needed to measure the significant difference is exist or not among the different categories of independent variables with dependent variable. Our dependent variable is “Organisational Transformation”. This dependent variable is created by considering four question answer of our questionnaire (1. M.A.D initiative of Axiata has been successful in communication and awareness, 2. M.A.D initiative of Axiata has been successful in implementation across the OPCOs, 3. Axiata achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2021 and 4. AXIATA has done better than the competition market on human resource interventions i.e Telenor group). In this case it is considered the Median of these four variables and finally it is found our desired dependent variable “Organisational Transformation”.

4.5.1 Mann-Whitney Test

The data in both groups must be sampled from a normally distributed population when using the 2-sample t-test to compare the average of two groups. The nonparametric Mann-Whitney test is a stronger precaution against reaching incorrect conclusions if that

assumption is not true. When the Y variable is continuous, discrete-ordinal, or discrete-count, and the X variable is discrete with two attributes, the Mann-Whitney test compares the medians of two populations. The Mann-Whitney test can, of course, be performed with regularly distributed data, although it is less powerful than the 2-sample t-test in that scenario.

A Mann-Whitney test is used when it has a continuous level variable measured for all observations in two groups and it is needed to test if the distribution of this variable is different in the two groups, but that is unable to assume normality in both groups. It can also be used to compare an ordered categorical variable measured on two groups. It is the non-parametric equivalent of the independent-samples t-test but unlike the t-test it tests for differences in the overall distribution across groups rather than for differences in the mean. The test does not assume any particular distribution for the variable in either of the groups.

Statistical Analysis for Research Objectives

Table 4.15: Mann- Whitney Test to Measure the Significant Difference of Variables in Gender

Variable	Organisational Transformation			
	N	Mean Rank	Mann Whitney U	<i>p</i> value
Gender of the Respondents				
Male	56	40.80	599.000	0.617
Female	23	38.04		

Source: Calculated by the author

Here we see in Table 4.15 that for GENDER category Male it has 56 observations. This results in a mean rank of 40.80. Whereas for GENDER category Female it has 23 observations. This results in a mean rank of 38.04. The Mann-Whitney U is 599. So, GENDER category Male has a larger mean rank than GENDER category Female and thus tends to take larger values. From p-value (0.617) of Mann-Whitney test it can be stated that there is no significant difference between male and female on organisational transformation.

Table 4.16: Mann- Whitney Test to Measure the Significant Difference of Variables based on marital status

Variable	Organisational Transformation			
	N	Mean Rank	Mann Whitney U	<i>p</i> value
Marital Status of the Respondents				
Married	59	40.75	545.500	0.605
Single	20	37.78		

Source: Calculated by the author

In case of marital status as per Table 4.16, there are 59 observations who are married. This result in a mean rank of 40.75. Whereas for Marital Status category single it has 20 observations. This results a mean rank of 37.78. The Mann-Whitney U is 545.500. it is found that there is no significant difference ($p=0.665$) on organisational transformation between married and single participants.

Table 4.17: Mann-Whitney Test to Measure the Significant Difference of Variables employee enrichment

Variable	Organisational Transformation			
	N	Mean Rank	Mann Whitney U	<i>p</i> value
Training and Development should be mandatory to ensure transformation				
Yes	78	40.04	36.000	0.892
No	1	37.00		

Source: Calculated by the author

As per Table 4.17 above, those respondents consider that Training and Development should be mandatory to ensure transformation and those are not there is no significant difference ($p=0.892$) on organisational transformation between these two groups. Here, 78 observations said 'Yes' and only 1 observation was 'No' with the mean rank of 40.04 and 37.00. The Mann-Whitney U is 36.

Table 4.18: Mann-Whitney Test to Measure the Significant Difference of Variables on communication effectiveness

Variable	Organisational Transformation			
	N	Mean Rank	Mann Whitney U	p value
It is also important to ensure communication and management expectation on the end goal of the transformation journey				
Yes	79	40.00		
No	0	0.00		

Source: Calculated by the author

Respondents those are aware of their role in the transformation journey and those are not aware there is no significant difference ($p=0.625$) on organisational transformation.

Table 4.19: Mann-Whitney Test to Measure the Significant Difference of Variables on efficient communication

Variable	Organisational Transformation			
	You are aware of your role in the transformation journey in your current roll			
Yes	76	40.24	95.500	0.625
No	3	33.83		

Source: Calculated by the author

As per Table 4.19, 76 observations were for 'Yes' with the mean rank of 40.24 and only 3 observations are 'No' with a mean rank of 33.83. The Mann-Whitney U is 95.500 here.

Table 4.20: Mann-Whitney Test to Measure the Significant Difference of Variables on profile awareness

Variable	Organisational Transformation			
	You think most of the colleagues around you are aware of the journey in their current roll			
Yes	57	45.03	340.500	0.001
No	22	26.98		

Source: Calculated by the author

In the light of the above Table 4.20, it is observed that for organisational transformation, there is a significant difference ($p=0.001$) between the respondents those are thinking that most of the colleagues around them are aware of the journey in their current roll and those are thinking their colleagues are not aware. Here, 57 observations were the people who think most of the colleagues around them are aware of the journey in their current roll with a mean rank of 45.03 and, 22 observations do not think in this way with the mean rank of 26.98. The Mann-Whitney is 340.500.

Table 4.21: Mann-Whitney Test to Measure the Significant Difference of Variables on effective communication

Variable	Organisational Transformation			
Axiata/ your OPCO ensures periodical communication as Town halls and employee engagement to ensure implementation of this transformational journey				
Yes	75	40.94	79.500	0.104
No	4	22.38		

Source: Calculated by the author

Those respondents are agreed and those are not agreed that Axiata ensures periodical communication regarding implementation of this transformational journey, there is no significant difference ($p=0.104$) on organisational transformation. Here, in Table 4.21, 75 observation think that positively in the statement with the mean rank of 40.96 and 4 observations disagree with it which has a mean rank of 22.38.

Table 4.22: Mann-Whitney Test to Measure the Significant Difference of Variables on HR Communications

Variable	Organisational Transformation			
You are properly briefed and guided by your supervisor on your current role and 1management expectation from you				
Yes	76	40.32	90.000	0.526
No	3	32.00		

Source: Calculated by the author

As per Table 4.22, among the respondents, those are considering that they are properly briefed and guided by their supervisor on their current role and management expectation and those are considering that they are not properly guided, between these two groups no significant difference ($p=0.526$) on organisational transformation. Here, 76 observation think that positively in the aforementioned statement with the mean rank of 40.32 and 3 observations disagree with it which has a mean rank of 32.00. The Mann-Whitney is 90.000.

Table 4.23: Mann-Whitney Test to Measure the Significant Difference of Variables on Career Path

Variable	Organisational Transformation			
You have a clear career path or goal and your career aspiration for the next 2 to 5 years in Axiata/ OPC				
Yes	61	43.85	314.000	0.005
No	18	26.94		

Source: Calculated by the author

Those respondents have a clear career path or goal and their career aspiration for the next 2 to 5 years in Axiata and those have no clear career path or goal, between these two groups there is a significant difference ($p=0.005$) on organisational transformation. Here, 61 observation think that positively in the aforementioned statement with the mean rank of 43.85 and 18 observations disagree with it which has a mean rank of 26.94. The Mann-Whitney is 314.000

Table 4.24: Mann-Whitney Test to Measure the Significant Difference of Variables on employee loyalty

Variable	Organisational Transformation			
Do you want to serve in Axiata for the next 2 5 years				
Yes	72	40.22	236.500	0.783
No	7	37.79		

Source: Calculated by the author

Here in Table 4.24, 72 observation think positive when they are asked to service in Axiata for the next 2-5 years with the mean rank of 40.22 and 7 observations disagree with it which has a mean rank of 37.79. The Mann-Whitney is 236.500. So, among the respondents those want to serve in Axiata for the next 2-5 years and those have not, there is no significant difference ($p=0.783$) on organisational transformation between these two groups.

Lastly, it can be concluded that between all the surveys with different question, we have found only two questionnaires where significant difference has been found. One when they have been asked if they have a clear career path or goal and your career aspiration for the next 2 to 5 years in Axiata/ OPC and, another is when they have been asked if they think most of the colleagues around them are aware of the journey in their current roll.

4.5.2 Kruskal-Wallis Test

The Kruskal-Wallis test is a nonparametric test that is an expanded version of the Mann Whitney U test. It's used to test the null hypothesis, which claims that a set of 'k' samples were taken from the same or identical population with the same or similar median. In the Kruskal-Wallis test, if S_j is the population median for the jth group or sample, then the null hypothesis can be stated as $S_1 = S_2 = \dots = S_k$. Obviously, the alternative hypothesis is that S_i and S_j are not equal. This suggests there are different pairs of groups or samples in at least one pair. In order to use the Kruskal-Wallis test, the data must be written in a two-way format with each column representing a different sample. Each of the 'N' observations is substituted with a rank in the computation. This indicates that all the values from the 'k' samples are aggregated and sorted in a single series.

The rank 1 replaces the smallest in the Kruskal-Wallis test. The next smallest rank is replaced by rank 2, and the biggest by 'N.' The total number of observations in the 'k' number of samples is given by 'N.' The total of ranks in each sample or column is then calculated. In the Kruskal-Wallis test, the researcher computes the average rank for each sample or group based on the total of the ranks. If the samples come from the same population, the average rank should be similar. The average rank, on the other hand, will differ if the samples come from populations with differing medians.

The Kruskal-Wallis test compares the differences to the average ranks to see if they are likely to have come from the same population. The sampling distribution of the Kruskal-Wallis test statistic and the probability of observing the different values may be tabled if the 'k' samples in the Kruskal-Wallis test are truly chosen from the same population or an identical population.

When doing the Kruskal-Wallis test, the researcher should keep in mind that if the number of groups is greater than three, and the number of observations in each group is greater than five, the sampling distribution is best approximated by the chi square distribution. When the number of groups and the number of observations in each group are both increased, the approximation improves. The Kruskal-Wallis test makes a few assumptions. The observations in the data set are presumed to be independent of one another.

It is assumed that the population distribution is not necessarily normal, and that the variances are not necessarily equal. The observations are believed to be taken from the population through a random sampling mechanism. The Kruskal-Wallis test requires sample sizes to be as equal as feasible, but minor differences are acceptable. The Kruskal-Wallis test does have one flaw. If the researcher finds no major differences in his data while conducting the study, he cannot claim that the samples are identical.

To determine whether any of the differences between the medians are statistically significant, compare the p-value to your significance level to assess the null hypothesis. The null hypothesis states that the population medians are all equal. Usually, a significance level (denoted as α or alpha) of 0.05 works well. A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference.

Table 4.25: Kruskal-Wallis Test to Measure the Significant Difference of Variables on age factor

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	<i>p</i> value
Age of the Respondents				
18-30 years	29	39.02	1.388	0.500
31-45 years	45	41.77		
46-60 years	5	29.80		

Source: Calculated by the author

In the analysis of age of the respondents as per Table 4.25, 29 observations have been found with 18-30 years with the mean rank of 39.02. 45 observations have been found with 31-45 years with the mean rank of 41.77 and, 5 observations have been found with the age group of 46-60 years with the mean rank of 29.80. Kruskal-Wallis H is 1.388. For age categories *p*-value is 0.50 which is greater than significance level (0.05), enough evidence is not available to reject the null hypothesis that the group medians are all equal, so there is no significant difference on organisational transformation among the age categories.

Table 4.26: Kruskal-Wallis Test to Measure the Significant Difference of Variables on job tenure

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	<i>p</i> value
How long have you been working in Axiata?				
Less than 2 years	18	36.19	4.983	0.173
2 years to 5 years	23	42.96		
5 years to 7 years	14	49.54		
More than 7 years	24	34.46		

Source: Calculated by the author

Among the working experience categories as per Table 4.26, 18 observations have been found with less than 2 years with the mean rank of 36.19. 23 observations have been found with 2 years to 5 years with the mean rank of 42.96, 14 observations have been found with 5 years to 7 years with the mean rank of 49.54 and 24 observations have been found with more than 7 years of work experience in Axiata. Kruskal-Wallis H is 4.983. there is no significant difference ($p=0.173$) on organisational transformation.

Table 4.27: Kruskal-Wallis Test to Measure the Significant Difference of Variables on dependents

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	p value
Number of children/dependents				
No	30	32.58	5.480	0.065
1-3	48	44.70		
More than 3	1	37.00		

Source: Calculated by the author

In the analysis of number of children/dependents as per Table 4.27, 30 observations have been found with No children with the mean rank of 32.58. 48 observations have been found with 1-3 children with the mean rank of 44.70 and, only 1 observation have been found with more than 3 children with the mean rank of 37.00. Kruskal-Wallis H is 5.480. There is no significant difference ($p=0.065$) among the number of children/dependents on organisational transformation.

Table 4.28: Kruskal-Wallis Test to Measure the Significant Difference of Variables on employee level

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	<i>p</i> value
Current level of employment				
Less than level 15	26	42.25	5.379	0.251
Level 15-17	16	47.22		
Level 18-20	25	38.28		
More than 20	7	25.64		
Contractual	5	33.90		

Source: Calculated by the author

In the analysis of current level of employment as per Table 4.28, 26 observations have less than level 15 with the mean rank of 42.25. 16 observations are between level 15-17 with the mean rank of 47.22; 25 observations are between level 18-20 with the mean rank of 38.28; 7 observations are more than 20 with the mean rank of 25.64 and, only 5 observations have been found with contractual level of employment with the mean rank of 33.90. Kruskal-Wallis H is 5.379. All levels of employment have same perception ($p=0.251$) regarding the organisational transformation.

Table 4.29: Kruskal-Wallis Test to Measure the Significant Difference of Variables on employee skill level

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	<i>p</i> value
Skill level of the employee				
Skilled	72	40.58	0.557	0.455
Semi-Skilled	7	34.00		
Un-Skilled	0	0		

Source: Calculated by the author

In case of skill levels of employee as per Table 4.29, no considerable difference ($p=0.455$) about organisational transformation. 72 observations are skilled with the mean rank of 40.58 and only 7 observations are semi-skilled with the mean rank of 34.00. Kruskal-Wallis H is 0.557.

Table 4.30: Kruskal-Wallis Test to Measure the Significant Difference of Variables on employee average tenure

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	<i>p</i> value
How much was your average tenure per level? (promotion in how many years)				
Never got promoted	15	44.63	2.896	0.822
Less than 1 year	2	53.00		
1-1.5 year	4	37.25		
1.5-2 years	6	32.58		
2-2.5 years	5	44.50		
2.5-3 years	26	36.67		
above 3 years	21	41.14		

Source: Calculated by the author

For the category of average tenure per level as per 4.30, there is no substantial difference ($p=0.822$) regarding organisational transformation. In the analysis of current level of employment, 15 observations have never got promoted with the mean rank of 44.63. 2 observations have been promoted in less than 1 year with the mean rank of 53.00, 4 observations have been promoted in between 1-1.5 year with the mean rank of 37.25, 6 observations have been promoted by 1.5-2 years with the mean rank of 32.58 and, only 5 observations have been found with contractual level of employment with the mean rank of 33.90. Kruskal-Wallis H is 5.379.

Table 4.31: Kruskal-Wallis Test to Measure the Significant Difference of Variables on employee development

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	p value
Is your total Tenure in Axiata, number of sessions on training and development hours you have been exposed per year?				
less than 5	15	34.07	1.766	0.881
5-10	18	40.53		
10-15	8	38.25		
15-20	3	47.67		
20-25	11	41.95		
More than 25	24	42.04		

Source: Calculated by the author

As per Table 4.31 above, different training duration of employees have no impact ($p=0.881$) on organisational transformation. In the analysis, 15 observations have been exposed less than 5 session development hours per year with the mean rank of 34.07. 18 observations have been exposed 5-10 sessions with the mean rank of 40.53, 8 observations have been exposed 10 - 15 sessions with the mean rank of 38.25, 3 observations have been exposed 15-20 sessions with the mean rank of 47.67, 11 observations have been exposed 20-25 sessions with the mean rank of 41.95, 24 observations have been exposed more than 25 sessions with the mean rank of 42.04. Kruskal-Wallis H is 1.766.

Table 4.32: Kruskal-Wallis Test to Measure the Significant Difference of Variables on employee development

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	<i>p</i> value
Is your total Tenure in Axiata, number of sessions on training and development you have been exposed in home and abroad?				
less than 5	29	37.91	7.708	0.173
5-10	16	46.41		
10-15	12	32.33		
15-20	8	53.94		
20-25	5	27.50		
More than 25	9	40.11		

Source: Calculated by the author

In the light of gist of the Table 4.32 above, number of training in home and abroad has no significant impact ($p=0.173$) on organisational transformation. In the analysis, 29 observations have been exposed less than 5 session development hours per year with the mean rank of 37.91. 16 observations have been exposed 5-10 sessions with the mean rank of 46.41, 12 observations have been exposed 10 - 15 sessions with the mean rank of 31.33, 8 observations have been exposed 15-20 sessions with the mean rank of 53.94, 5 observations have been exposed 20-25 sessions with the mean rank of 27.50, 9 observations have been exposed more than 25 sessions with the mean rank of 40.11. Kruskal-Wallis H is 7.708.

Table 4.33: Kruskal-Wallis Test to Measure the Significant Difference of Variables on transformation journey

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	p value
Is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?				
less than 3	32	38.42	1.669	0.796
3-5	27	43.48		
5-7	11	39.73		
7-9	5	30.90		
More than 9	4	41.25		

Source: Calculated by the author

Among the respondents as per Table 4.33, various number of transformation and organisational restructure has no significant impact ($p=0.796$) on organisational transformation. In the analysis, 32 observations have been exposed less than 3 transformations and organisational restructure with the mean rank of 38.42. 27 observations have been exposed to 3-5 transformations with the mean rank of 43.48, 11 observations have been exposed to 5-7 transformations with the mean rank of 39.73, 5 observations have been exposed to 7-9 transformations with the mean rank of 30.90 and 4 observations have been exposed to more than 9 transformations with the mean rank of 41.25. Kruskal-Wallis H is 1.669.

Table 4.34: Kruskal-Wallis Test to Measure the Significant Difference of Variables on increment status quo

Variable	Organisational Transformation			
	N	Mean Rank	Kruskal Wallis H	<i>p</i> value
How much is your total increment so far within Axiata Tenure?				
less than 10%	37	35.59	10.919	0.053
10%-20%	14	52.07		
20%-30%	2	36.00		
30%-40%	7	53.14		
40%-50%	4	49.25		
Above 50%	15	31.53		

Source: Calculated by the author

As per Table 4.34 above, different percentage of increments has no significant impact ($p=0.053$) on organisational transformation. In the analysis, 37 observations have less than 10% increment in their Axiata Tenure with the mean rank of 35.59. 14 observations have 10% - 20% increment with the mean rank of 52.07, 2 observations have 20% - 30% increment with the mean rank of 36.00, 7 observations have 30% - 40% increment with the mean rank of 49.25, 4 observations have 40% - 50% increment with the mean rank of 49.25, and 15 observations have above 50% increment with the mean rank of 31.53. Kruskal-Wallis H is 10.919.

Table 4.35: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on employee development

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training					
Strongly Disagree	1	1.00	1.00	37.698	0.000
Disagree	4	6.50	2.50		
Neutral	4	15.75	3.25		
Agree	37	32.97	4.00		
Strongly Agree	33	56.06	5.00		

Source: Calculated by the author

In Table 4.35, it is shown only Likert Scale responses of independent variables with the median of dependent variable for all categories of independent variables. Respondents those are strongly agreed for “Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training” the median of organisational transformation score for them is 5, this indicates that they also agreed with regard to organisational transformation, this means that Employee development is one of the key factor for organisational transformation according to the respondents.

Table 4.36: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on employee engagement

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
Employee Engagement of Axiata has been very regular for months and years					
Strongly Disagree	1	1.00	1.00	41.329	0.000
Disagree	4	13.63	3.25		
Neutral	8	23.88	3.25		
Agree	35	30.94	4.00		
Strongly Agree	31	59.05	5.00		

Source: Calculated by the author

As per Table 4.36, it is shown only Likert Scale responses of independent variables with the median of dependent variable for all categories of independent variables. Those are strongly agreed for “Employee Engagement of Axiata has been very regular for months and years” they also strongly agreed for organisational transformation, that is respondents consider that this is a factor for organisational transformation.

Table 4.37: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on performance management

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
Axiata successfully implemented the performance management process and policies across the employees					
Strongly Disagree	2	1.50	1.25	43.714	0.000
Disagree	1	10.50	3.00		
Neutral	15	22.13	3.50		
Agree	23	29.07	4.00		
Strongly Agree	38	56.47	5.00		

Source: Calculated by the author

It is found from Table 4.37, same response for “Axiata successfully implemented the performance management process and policies across the employees”.

Table 4.38: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on performance management

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
Axiata as a company is dynamic and innovative to embrace changes as and when required					
Strongly Disagree	2	1.50	1.25	24.012	0.000
Disagree	0	0	0		
Neutral	6	27.25	3.75		
Agree	33	31.03	4.00		
Strongly Agree	38	51.83	4.75		

Source: Calculated by the author

As per Table 4.38, respondents those are agreed and strongly agreed for “Axiata as a company is dynamic and innovative to embrace changes as and when required” they also agreed and strongly agreed for organisational transformation.

Table 4.39: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on communication management

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation					
Strongly Disagree	2	1.50	1.25	33.012	0.000
Disagree	1	10.50	3.00		
Neutral	11	14.14	3.00		
Agree	27	38.19	4.00		
Strongly Agree	38	51.58	4.75		

Source: Calculated by the author

At table 4.39 strongly agreed respondents for “The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation” also strongly agreed for organisational transformation.

Table 4.40: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on employee profile management

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
As a group Axiata could take required measures and tools to map and profile their existing employee base					
Strongly Disagree	2	5.75	2.00	28.071	0.000
Disagree	4	15.00	3.00		
Neutral	11	26.95	3.50		
Agree	35	36.66	4.00		
Strongly Agree	27	55.89	5.00		

Source: Calculated by the author

As per per Table 4.40 for the statements “As a group Axiata could take required measures and tools to map and profile their existing employee base” ; “Axiata successfully implemented the tools and practices across the employees”,

Table 4.41: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on employee profile management

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
Axiata successfully implemented the tools and practices across the employees					
Strongly Disagree	1	1.00	1.00	39.517	0.000
Disagree	1	2.00	1.50		
Neutral	10	14.70	3.00		
Agree	37	34.72	4.00		
Strongly Agree	30	57.52	5.00		

Source: Calculated by the author

“Employee Engagement of Axiata has been very effective to implement change management and organisational transformation” those are strongly agreed they also express their opinion as strongly agreed for organisational transformation as Table 4.41.

Table 4.42: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on strategic initiatives

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group					
Strongly Disagree	1	1.00	1.00	39.120	0.000
Disagree	2	2.50	1.75		
Neutral	22	27.68	3.50		
Agree	22	31.57	4.00		
Strongly Agree	32	57.83	5.00		

Source: Calculated by the author

As per Table 4.42, “The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group” has been the outcome.

Table 4.43: Kruskal-Wallis Test to Measure the Significant Difference of Variables with median comparison on employee engagement for transformation

Variable	Organisational Transformation				
	N	Mean Rank	Median	Kruskal Wallis H	p value
Employee Engagement of Axiata has been very effective to implement change management and organisational transformation					
Strongly Disagree	2	1.50	1.25	51.764	0.000
Disagree	1	10.50	3.00		
Neutral	14	16.54	3.00		
Agree	31	33.65	4.00		
Strongly Agree	31	60.39	5.00		

Source: Calculated by the author

In the light of the gist as per Table 4.43, there is a minor strongly disagreement on the Employee Engagement of Axiata has been very effective to implement change management and organisational transformation else the response is highly positive.

4.6 Multivariable Analysis

The phrases "multivariate analysis" and "multivariable analysis" are frequently interchanged. Multivariate analysis, on the other hand, is concerned with the analysis of several outcomes, whereas multivariable analysis is concerned with only one result at a time.

The focus is on multivariable, not multivariate, analysis, as the title suggests. A statistical approach for assessing the relative contributions of different factors to a single event or outcome is multivariable analysis. We can use multivariable analysis to figure out how much each of these risk factors (explanatory variables) contributes to the disease's development on its own (response variable). In other words, other risk variables or their interactions can affect the risk of an outcome, and these effects can be measured using multivariable analysis.

Likewise, in this thesis Axiata's employee engagement, effectiveness of the SBUs (edotco, ADS, Boost and so on), it's dynamic and innovative to embrace changes as and when required, performance management process and policies across the employees, employee training and assessments are linked to the organisational transformation. multivariable analysis can be used to figure out how much each of them contributes to the overall transformation.

Multivariate analysis is used to investigate more complicated data sets than can be handled by univariate analysis methods. Working with even the smallest of data sets can be overwhelming by hand, therefore this type of analysis is nearly generally done with software (e.g., SPSS or SAS). Type I errors can be reduced via multivariate analysis. Multivariate approaches can make it harder to interpret test results, hence univariate analysis is sometimes chosen. Group differences on a linear combination of dependent variables in MANOVA, for example, can be ambiguous. Furthermore, multivariate analysis is rarely appropriate for tiny data sets.

The process of modeling numerous answers, or dependent variables, with a single set of predictor variables is known as multivariate multiple regression. It is imperative, for example, want to model both math and reading SAT scores as a function of gender, color, parent income, and other factors. This allows us to assess the association between, for example, gender and each score. “Why not just perform individual regressions for each dependent variable?” you might wonder. In truth, multivariate multiple regression performs pretty much the same thing. It regresses each dependent variable on the predictors separately. However, because of many responses, it is needed to change our regression parameter hypothesis tests and confidence intervals for predictions.

In this thesis, multiple regression analysis was performed. Simple linear regression is expanded into multiple regression. When it is desired to anticipate the value of a variable based on the values of two or more other variables, method is utilised. The dependent variable is the variable which is needed to forecast (or sometimes, the outcome, target or criterion variable). The independent variables are the factors used to predict the value of the dependent variable (or sometimes, the predictor, explanatory or regressor variables). Here nine independent variables are considered those are found statistically significant in bivariate analysis (Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training, Employee Engagement of Axiata has been very regular for months and years, Axiata successfully implemented the performance management process and policies across the employees, Axiata as a company is dynamic and innovative to embrace changes as and when required, The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation, As a group Axiata could take required measures and tools to map and profile their existing employee base, Axiata successfully implemented the tools and practices across the employees, The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group, Employee Engagement of Axiata has been very effective to implement change management and organisational transformation), one dependent variable (Organisational Transformation).

4.6.1 Statistical Analysis for Objective 1:

Table 4.44 : Adjusted effect of possible independent variables on organisational transformation

Organisational transformation	Coef.	P value	95% CI	
Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training				
Disagree	2.205625	0.148	-0.81136	5.222616
Neutral	4.214752	0.037	0.254625	8.17488
Agree	4.071176	0.025	0.544145	7.598207
Strongly Agree	4.194774	0.02	0.686321	7.703227

Source: Calculated by the author

Above Table 4.44 illustrates that one component of human capital i.e., employee development has significant effect on organisational transformation.

Table 4.45: Adjusted effect of possible independent variables on Employee Engagement

Organisational transformation	Coef.	P value	95% CI	
Employee Engagement of Axiata has been very regular for months and years				
Disagree	-0.07844	0.895	-1.26732	1.110444
Neutral	-0.22254	0.363	-0.70881	0.263744
Agree	-0.20461	0.248	-0.55648	0.147266
Strongly Agree	0	0	0	0

Source: Calculated by the author

Above table 4.45 illustrates that one component of human capital i.e., employee development has significant effect on organisational transformation.

Table 4.46: Adjusted effect of possible independent variables on performance management

Organisational transformation	Coef.	P value	95% CI	
Axiata successfully implemented the performance management process and policies across the employees				
Disagree	2.249337	0.017	0.424022	4.074653
Neutral	-0.13143	0.909	-2.43933	2.176472
Agree	-0.24609	0.827	-2.50125	2.009069
Strongly Agree	0.191838	0.862	-2.00808	2.391754

Source: Calculated by the author

As per Table 4.46, participants who agreed that employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training, also gave their positive response towards organisational transformation.

4.6.2 Statistical Analysis for Objective 2:

Table 4.47: Adjusted effect of possible independent variables on organisational transformation

Organisational transformation	Coef.	P value	95% CI	
As a group Axiata could take required measures and tools to map and profile their existing employee base				
Disagree	-1.35409	0.149	-3.21078	0.502602
Neutral	-0.70539	0.397	-2.36484	0.954058
Agree	-0.55518	0.492	-2.16698	1.056611
Strongly Agree	-0.46999	0.565	-2.09917	1.159185

Source: Calculated by the author

As per Table 4.47, similar significant effects of perception on “Axiata successfully implemented the performance management process and policies across the employees in this outcome.

Table 4.48: Adjusted effect of possible independent variables on operational efficiency

Organisational transformation	Coef.	P value	95% CI	
Axiata successfully implemented the tools and practices across the employees				
Disagree	0	0	0	0
Neutral	-0.37104	0.254	-1.01641	0.274322
Agree	0.0391	0.825	-0.31443	0.392628
Strongly Agree	0	0	0	0

Source: Calculated by the author

Above Table 4.48 is the outcome of the operational efficiency on the outcome of the possible independent variables.

Table 4.49: Adjusted effect of possible independent variables on digitalization

Organisational transformation	Coef.	P value	95% CI	
The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group.				
Disagree	0			
Neutral	-0.29639	0.067	-0.61387	0.021097
Agree	-0.22838	0.127	-0.52384	0.067085
Strongly Agree	0	0	0	0

Source: Calculated by the author

“The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group” has been the outcome as per Table 4.49.

4.6.3 Statistical Analysis for Objective 3:

Table 4.50: Adjusted effect of possible independent variables on creativity and innovation

Organisational transformation	Coef.	P value	95% CI	
Axiata as a company is dynamic and innovative to embrace changes as and when required				
Neutral	0.415289	0.262	-0.32043	1.151006
Agree	-0.01338	0.92	-0.27971	0.252947
Strongly Agree	0	0	0	0

Source: Calculated by the author

As per the outcome of Table 4.50, the strong agreement on the strong agreement on the status quo of Axiata is inevitable.

Table 4.51: Adjusted effect of possible independent variables on creativity and innovation

Organisational transformation	Coef.	P value	95% CI	
Employee Engagement of Axiata has been very effective to implement change management and organisational transformation				
Disagree	0			
Neutral	-0.4373	0.15	-1.03809	0.163491
Agree	-0.39722	0.027	-0.74721	-0.04724
Strongly Agree	0			

Source: Calculated by the author

It has been observed from Table 4.51 that the employee engagement is very significant for organisational transformation.

4.6.4 Statistical Analysis for Objective 4:

Table 4.52: Adjusted effect of possible independent variables on communication effectiveness

Organisational transformation	Coef.	P value	95% CI	
The management of the company is agile enough on the proper communication and engagement of any change takes place for organizational transformation				
Disagree	0			
Neutral	0.154327	0.532	-0.3376	0.646256
Agree	0.355301	0.011	0.083638	0.626963
Strongly Agree	0			

As per Table 4.52, “The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation” were found on organisational transformation.

4.7 Deep dive of the Quantitative Analysis through Pragmatism

This thesis methodology, research design and the approach was limited to quantitative however, with the spirit of pragmatism one to one interview was taken being an employee of Axiata based on certain responds to ensure deep dive on the quantitative analysis In this part, the effort on the face to face interview and other relevant qualitative analysis outcome gist will be covered, based on the research framework outcome expectations, the outcome of the quantitative research and some gap analysis of the quantitative research, the researcher has gone into the exquisite qualitative analysis based on the quantitative gap and identified certain gaps that are reflected on this part of the data analysis based on the research framework.

4.7.1 Effectiveness on Human Resource enrichment

Based on the cross tabulation on the outcome below about the employee profile enrichment a critical delivery of the study as below:

Table 4.53: The actual human resource enrichment outcome based on the transformative initiatives considering the age factor

		Axiata successfully implemented the performance management process and policies across the employees				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Age of the Respondents	18 30 years	0 (0.0%)	1 (3.4%)	6 (20.7%)	7 (24.1%)	15 (51.7%)
	31 45 years	2 (4.40%)	0 (0.0%)	8 (17.80%)	13 (28.90%)	22 (48.90%)
	46 60 years	0 (0.0%)	0 (0.0%)	1 (20.00%)	3 (60.00%)	1 (20.00%)

Source: Calculated by the author

From the Table 4.53 above, through the cross tabulation between “age of Respondents” and Axiata successfully implemented the performance management process and policies across the employees, it is observed that among the 18-30 years age group, 51.7% are strongly agreed that “Axiata successfully implemented the performance management process and policies across the employees” and 24.1% are agreed with this statement. Among the 31-45 years age group, 48.9% are strongly agreed, 28.9% are agreed and only 4.4% are strongly disagreed with that statement. For last age group (46-60 years) it is found 60% are agreed with that statement.

From the individual interview and other qualitative approach such as in-depth interview and one to one discussion to the segment of 4.4% respondents who strongly disagreed and disagree on the effectiveness of the human resource intervention have failed to embrace the transformation and even the very reluctant to change on the Axiata transformation elements of M.A.D organisation and the implementation of the DISC matrix as per Figure 1.5 must be run through to address the situation and the conceptual model presented in Figure 2.25 where the journey of transformation as the hypothesis is explained by the researcher as well as the Kotter process as mentioned in Figure 2.1 must be implemented

to change this mindset and Behavioural outcome along with the other important independent variables.

Table 4.54: Human Resource interventions for employee profile enrichment outcome based on cross tabulation between the impression of transformation and organisational transformation exposure

		Is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?				
		Less than 3	3 4	5 6	7 8	≥ 9
Axiata as a company is dynamic and innovative to embrace changes as and when required	Strongly Disagree	0 (0.0%)	2 (7.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	Neutral	4 (12.5%)	2 (7.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	Agree	9 (28.1%)	10 (37.0%)	9 (81.1%)	3 (60.0%)	2 (50.0%)
	Strongly Agree	19 (59.4%)	13 (48.1%)	2 (18.2%)	2 (40.0%)	2 (50.0%)

Source: Calculated by the author

Based on the expression of Table 4.54 above through the crosstabulation between ‘Is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?’ and ‘Axiata as a company is dynamic and innovative to embrace changes as and when required’, it is explored that those have less than 3 times experience of transformation and organisational restructure 59.4% are strongly agreed with the statement of “Axiata as a company is dynamic and innovative to embrace changes as and when required”. Among the group those have 3-4 times experience of transformation and organisational restructure 48.1% are strongly agreed with this statement, 37% are agreed and only 7.4% are strongly disagreed with this statement.

For 7-8 years of experienced group 60% are agreed and 40% are strongly agreed with “Axiata as a company is dynamic and innovative to embrace changes as and when required”. Among the participants those have 9 times experience of transformation and organisational restructure 50% are agreed and 50% are strongly agreed with this statement. In the light of the above discussion, the researcher took some further qualitative approach through one-to-one discussion and in-depth interview to the respondent who disagreed on the fact that Axiata has failed to be dynamic and innovative enough to embrace the changes

towards an innovative company and failed to embrace changes as and when required. The most interesting outcome of this cross tabulation comes into the scenario of Axiata failing to be innovative enough to embrace changes. The identification of the respondent was very interesting that the individual has been working for lesser tenures like less than 3-4 years.

The qualitative research outcome was unique, insightful, and raised meaningful concerns. The profile of these individuals are they were head hunted from the competitions, industries and organisation who successfully transformed into an innovative company. These individuals worked in those institutions and realised that fact that Axiata is by far away from the relevant dynamism and innovative compare to market dynamics as well as the state of the earth companies assuring employee profile enrichment. With this complete turnaround of the qualitative outcome compare to the quantitative outcome, some respondents who has strong agreement on the outcome of Axiata to be an innovative company were interviewed. The respondents who agreed with the fact of Axiata being an innovative TELCO and who has been exposed to less than 3 years turned out to be Axiata as their first job and they still are continuing with the job and enjoying the ride of transformation being the part of it as new generations, so logically they have the least exposures of outside world as well as the employee productivity status quo of the innovative companies.

At this point, the employees who “strongly agreed” on the outcome of Axiata being an innovative company with more than 9 restructure exposures were interviewed. It was very positive to see the effect of efforts from Axiata on the employee profile enrichment perspective for old employees who could survive multiple transformational intervention and initiatives by Axiata so far indeed they are the best use case but very interestingly all 2 of them have only worked with Axiata with no exposure to the other institutions and organisation. As a result, it does not provide any benchmark to the extent of innovative company achievement by Axiata. It was further interviewed with 2 of the respondents who has been exposed more than 9 times organisation restructuring, one of them came from other industry and Axiata not being the only employer in that individual’s career and she has been reluctant to talk more detail about it for the sensitivity and didn’t open up much with the researcher but for sure it was felt that, the milestone of Axiata being an innovative

company is supposed to be a neutral response from her side. The outcome of the one to one interview the person who agreed on the fact of Axiata being an innovative company but experienced more than 9 restructuring transformation believed Axiata has done great since 2020 with more effective and efficient transformation with the 360 degree approach of identifying the employee category through DISC matrix and employee development through engagement, training and awareness and seeing positive changes on the employee profile enrichment. Here is it important to address the gap and the mitigation plan mentioned Figure 2.29 and Figure 2.30 of this thesis to ensure the right talent management and right resource enrichment to assure employee productivity.

Table 4.55: Human Resource interventions for employee profile enrichment outcome based on cross tabulation between Employee development journey and impression on employee development initiatives

		Is your total Tenure in Axiata, number of sessions on training and development you have been exposed in home and abroad?					
		less than 5	5 10	11 15	16 20	21 25	25+
Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training	Strongly Disagree	0 (0.0%)	0 (0.0%)	1 (8.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	Disagree	2 (6.9%)	0 (0.0%)	1 (8.3%)	1 (12.5%)	0 (0.0%)	0 (0.0%)
	Neutral	2 (6.9%)	0 (0.0%)	2 (16.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	Agree	15 (51.7%)	6 (37.5%)	7 (58.3%)	1 (12.5%)	4 (80.0%)	4 (44.4%)
	Strongly Agree	10 (34.5%)	10 (62.5%)	1 (8.3%)	6 (75.0%)	1 (20.0%)	5 (55.6%)

Source: Calculated by the author

Table 4.55 is extracted through the cross tabulation between ‘Is your total Tenure in Axiata, number of sessions on training and development you have been exposed in home and abroad?’ and ‘employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training’.

So here is Table 76 illustrate that among the participants those have less than 5 number of training experience 34.5% are strongly agreed that “Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training”, 51.7% are agreed and only 6.9% are disagreed with this statement.

For 5-10 number of training experienced group 62.5% are strongly agreed and 37.5% are agreed with this statement. Among 11-15 number of training experienced group 8.3% are strongly agreed and 58.3% are agreed and 8.3% are strongly disagreed with this statement. In case of 16-20 number of training experienced group 75% are strongly agreed and 12.5% are agreed with this statement. Among the participants those have more than 21 number of training experience all of them are agreed or strongly agreed that “Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training”.

Based on the outcome of this table, the researcher dived in further to 5 respondents on one-to-one interview to understand the gap and ensure further clarifications that why even after 11-15 exposures of training and development, 1 respondent gave the outcome that, Employee profile enrichment is not the key concentration of Axiata for the transformation to triple core and the outcome of the employee’s feedback is “Strongly Disagree”. It was an interesting intense interview with the respondent and some of the results bring a lot of concerns.

Firstly, the respondent clearly aired the grievances that the profile doesn’t match the incumbent, maybe it was a wrong interpretation of the DISC matrix or poor judgement from the respondents while going through the assessment. However, it should have been captured in the psychometric inspection method as illustrated in Figure 2.26. As per this researcher, this quantitative outcome is negligible, but the qualitative outcome is very alarming. For the respondent who “disagreed” with the statement that “Employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training” even after the exposure of 16-20 training and development facilities expressed frustration about repeated training of the same topic where the incumbent is already strong.

A Microsoft excel training for a veteran business analyst may be cumbersome and a real waste of manhour. The 2 respondents who disagreed on the statement and having less than 5 exposures of training and development are the major concerns that, because of their type of job as a regular operational tasks as customer care or field force, they logically didn’t need to be exposed with more training and development that create a dilemma of

motivation and employee profile enrichment. As per the interview analysis of these two respondents, the necessity of training is no longer required for their job type and so on whereas the employees are demotivated of not being exposed to training windows. Here Axiata may need to assess the re-structuring and to be more open and transparent for them to grab opportunities to other profile else this quantitative outcome is so far acceptable. The most interesting outcome was with the one to one interview with the respondent who disagreed on the fact that Axiata key concentration is not employee development even after having 16-20 training and development exposures. The outcome of the in-depth interview raised a huge concern. As per this respondent, the KPI value for the organisational development team based on training hours are wrong. To him a lot of unnecessary man hours were wasted during the performance deficit of Axiata and because of the budgetary issue a lot of meaningless training sessions arranged such as training by internal facilitator who was not capable enough, basic training like MS office and even watching movies. To him even if the number are huge but the effectiveness of those trainings was not up to the mark at all. One positive outcome is after the pandemic situation improved much more and Axiata has focused on online trainings from the quality institutions and the Axiata Fast Forward platform has been very effective. The affiliation of Axiata with Coursera was very effective, and this should be further expanded. This was the outcome of qualitative survey with these 5 respondents identifying the course of actions based on quantitative.

4.7.2 Effectiveness on the desired operational efficiency for transformation

Yes it is pivotal to identify the research outcome of the effectiveness on the employee profile enrichment, but as mentioned in the agreed research framework of the thesis, operational efficiency is another important independent variable since it is considered about the organisation transformation and the implementation of triple core strategy as illustrated in Figure 1.3 and hence the below cross tabulation is made to measure the effectiveness on the desired operational efficiency for transformation is achieved or not;

Table 4.56: Operational efficiency mapping of Axiata with the employment tenure

		How long have you been working in Axiata?			
		Less than 2 years	2 years to 4 years	5 years to 7 years	More than 7 years
The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalisation and digitisation has been very effective for Axiata as a group.	Strongly Disagree	0 (0.0%)	0 (0.0%)	1 (7.1%)	0 (0.0%)
	Disagree	0 (0.0%)	0 (0.0%)	1 (7.1%)	1 (4.2%)
	Neutral	7 (38.9%)	9 (39.1%)	2 (14.3%)	4 (16.7%)
	Agree	5 (27.8%)	4 (17.4%)	1 (7.1%)	12 (50.0%)
	Strongly Agree	6 (33.3%)	10 (43.5%)	9 (64.3%)	7 (29.2%)

Source: Calculated by the author

Whether Axiata adapted operational efficiency a crosstabulation between ‘How long have you been working in Axiata?’ and the strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization’ and ‘digitization has been very effective for Axiata as a group’ were made for the measurement of outcome. From Table 4.56 it is found that those have less than 2 years of working experience in Axiata 33.3% are strongly agreed with the statement of “The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group” 27.8% are agreed with this statement. Among the participants those have 2-4 years of working experience in Axiata 43.5% are strongly agreed with this statement 17.4% are agreed with this statement. For 5-7 years working experienced group 64.3% are strongly agreed with this statement and 7.1% are strongly disagreed with this statement. In case of more than 7 years experienced participants 50% are agreed and 29.2% are strongly agreed with the statement of “The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalization and digitization has been very effective for Axiata as a group”. Based on the outcome above further qualitative analysis was conducted and 5 respondents were scheduled for one to one interview to understand the insight and further collection of

facts and data. First candidate for the interview was the person who has been with Axiata for more than 6 years and “strongly disagreed” with the statement of “The strategic initiative of forming SBUs (edotco, ADS, Boost and so on) around digitalisation and digitisation has been very effective for Axiata as a group”, there has been a lot of insightful factors and facts of the statement. The key issue was lack of clarity and information flow between the SBUs and OPCOs.

It was clear from this employee serving Axiata for more than 7 years that there has not been any synergy between different SBUs, in this individual’s case, it is seen system loss, delay of delivery and waste of time on readiness because of lack synergy between SBUs. Lots of wrong decisions made on automation CAPEX and apparently that affected the operational efficiency of that particular SBUs. Next incumbents of the respondents of choosing “disagreed” there 2 interviews taken place, one of the respondents having 5.5 years of experience and one is more than 7 years of experience. The outcome of the person with 5.5 years’ experience is almost the same of the person who “Strongly Disagreed” but the most interesting was the respondent having more than 7 years of experience and “Disagreed” as per the response, the disagreement came because that individual was one of the custodians of digitalisation from the group and as per that individual’s experience some of the SBUs were not welcoming embracing and adapting the full proof and full blown digitalisation tool and apparently they failed to ensure the operational efficiency but the most harmful fact is no impact was visible to the leadership team of that SBU who neglected the initiative that definitely generated a lot of grievance to that individual.

It is really important by Axiata HR to identify such nonperformance and act upon on such failure of operational efficiency. 2 more interviews took place with 1 employee selected neutral and working for less than 2 years and another interview took place to the employee who strongly agreed but worked with Axiata for less than 2 years. Interestingly both of them belonged to non performing SBUs who are not in a good state of mind of two reasons: one is the lack of initiatives and digitalisation initiative with the benchmark of not only the competition but also the other successful SBUs of Axiata, the other one is the issue of lack of synergy and isolation in case of the challenges and missing of mitigation. The best

outcome of this strategic initiative of operational excellence qualitative survey is establishment of group led IT, infra and product projects.

Thus, based on the discussion and arguments around the employee profile enrichment, the operational efficiency and digitalisation is also required for HR intervention and measurement tool. Below is an effort to measures the effectiveness of human resource tools for the desired operational efficiency

Table 4.57: Measurement of the effectiveness of the Human Resource tools for the desired operational efficiency

		How much was your average tenure per level? (promotion in how many years)						
		Never got promoted	Less than 1 year	1 1.5 years	1.5 2 years	2 2.5 years	2.5 3 years	above 3 years
As a group Axiata could take required measures and tools to map and profile their existing employee base	Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (3.8%)	1 (4.8%)
	Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	0 (0.0%)	2 (9.5%)
	Neutral	2 (13.3%)	1 (50.0%)	1 (25.0%)	2 (33.3%)	0 (0.0%)	5 (19.2%)	0 (0.0%)
	Agree	6 (40.0%)	0 (0.0%)	2 (50.0%)	1 (16.7%)	1 (20.0%)	13 (50.0%)	12 (57.1%)
	Strongly Agree	7 (46.7%)	1 (50.0%)	1 (25.0%)	3 (50.0%)	2 (40.0%)	7 (26.9%)	6 (28.6%)

Source: Calculated by the author

From Table 4.57, it is found that among the participants those have no experience of promotion 46.7% are strongly agreed that “As a group Axiata could take required measures and tools to map and profile their existing employee base” 40% are agreed with this statement. Among the participants those average tenure per level was less than 1 year 50% are strongly agreed with this statement. For the participants those average tenure per level was 1-1.5 years 50% are agreed and 25% are strongly agreed with this statement. In case of participants those average tenure per level was 1.5-2 years 50% are strongly agreed and 16.7% are agreed. Among the participants those average tenure per level was 2-2.5 years 40% are strongly agreed, 20% are agreed and 40% are disagreed with this statement. For the participants with average tenure per level of 2.5-3 years 26.9% are strongly agreed,

50% are agreed and only 3.8% are strongly disagreed that “As a group Axiata could take required measures and tools to map and profile their existing employee base”. Among the participants those average tenure per level was more than 3 years 28.6% are strongly agreed, 57.1% are agreed and only 4.8% are strongly disagreed with this statement. As the expression is extracted through the crosstabulation between ‘How much was your average tenure per level? (promotion in how many years)’ and ‘as a group Axiata could take required measures and tools to map and profile their existing employee base’; it was interesting to find out 3.8% strongly disagreed the cause that instigated the researcher to analysis the data further and took the platform for qualitative research. Two respondents were interviewed who responded, “Strongly Disagreed” and 4 responded “Disagreed” with the statement. About the outcome of the employees who strongly disagreed are from the same organisation and very interestingly that Newco SBU didn’t have any HR tools and practices until end of 2020 when the Tower Watson survey as per Figure 2.30 was kicked off in Q4. It was hard for the researcher to grab this flaw as Axiata having a strong group HR must it was clearly not universal for the rest and Axiata group HR must catch up rolling up all the HR interventions while setting the SBUs to fulfill the aspirations of implementation of triple core and the SBUs as per Figure 3. As per the response to the incumbent having experience working with Axiata in less than 3 years believes that, Axiata tools and technique needs to be re assessed for the operational efficiency. Axiata’s intervention towards profiling and assessment of employee through DISC and other matrix have been successful which apparently helped the organisation to embrace the academic models like Kurt Lewin Figure 2.4, but incase of the HR operations both of them believed there is a room for improvement and the performance management could be robust and dynamic. However, the researcher felt it can also be performance issue since missing the KPI achievement can be positioned as missing elements of lack of HR automation tools and practices. As the researcher of this thesis, the implementation of literature review Figure 2.2 and the conceptual framework as illustrated in Figure 2.31, the outcome should be addressed effectively and efficiently.

4.7.3 Effectiveness on the desired Leadership for cultivating innovations and cultural components

As per the research framework, independent variable was the “Leadership for innovation factors cultivating innovations and cultural components” and as per the discussion covered in the previous two quantitative and qualitative analysis, it was prominent to highlight the status quo of the leadership within Axiata through below cross tabulation expressions:

Table 4.58: Measurement of the effectiveness of leadership initiative towards cultural transformations

		Axiata achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2022				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?	less than 3	0 (0.0%)	2 (6.3%)	5 (15.6%)	13 (40.6%)	12 (37.5%)
	3 4	1 (3.75%)	1 (3.75%)	3 (11.1%)	8 (29.6%)	14 (51.9%)
	5 6	0 (0.0%)	0 (0.0%)	1 (9.1%)	6 (54.5%)	4 (36.4%)
	7 8	0 (0.0%)	0 (0.0%)	3 (60.0%)	0 (0.0%)	2 (40.0%)
	≥ 9	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (75.0%)	1 (25.0%)

Source: Calculated by the author

Table 4.58 explored that the respondents those have less than 3 number of experiences for transformation and organisational restructure 37.5% are strongly agreed with “Axiata achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2022”, 40.6% are agreed and only 6.3% are disagreed with this statement. In case of 3-4 times of experienced group 51.9% are strongly agreed and 29.6% are agreed with this statement. Among the participants those 5-6 number of experiences for transformation and organisational restructure 36.4% are strongly agreed and 54.5% are agreed with this statement. Those have 7-8 number of experiences for transformation and organisational restructure 40% are strongly agreed with this statement. Those respondents have more than 8 years of experience 75% are agreed and 25% are strongly agreed with

“Axiata achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2021”.

The outcome of above is the result through the crosstabulation between ‘is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?’ and ‘Axiata achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2021’. So here further qualitative survey was required to understand the gist of why there has been disagreement by some of the respondent, thus one to one interview took place with the respondent who strongly disagreed with the outcome that Axiata has achieved the required culture to achieve the best digital telco by 2022. The employee didn’t feel the readiness since his SBU has been struggling from the very beginning and in no way the employee believes his SBU will be ready to achieve best digital telco because of the silo between that SBU and Axiata as a group. So, it is pivotal to ensure group wide SOP for the effective and efficient implementation of operational efficiency such as digitalisation. That is why two pivotal academic models as mentioned in Chapter 2, Figure 2.3 and Figure 2.4 as well as the conceptual model explained in Figure 2.25 are the methods explained that transformed it into variable Leadership for innovation factor.

4.7.4 Effectiveness on the effective communication achieving transformation

Whatever the strategy, theoretical elements and conceptual models have been developed with the relevant leadership and operational efficiency for the desired transformation that Axiata is aspiring for but if the proper communication is not ensured mainly internally and externally, this not only hampers the effectiveness of the transformation but also affect the internal environmental factors resulting dissatisfaction, employee demotivation and even employee movements against the management. That’s why there has been an attempt of measuring the effectiveness of effective communication regarding the measures and transformational initiatives as explained below:

Table 4.59: Measurement of the effectiveness of communication towards cultural transformations

		How long have you been working in Axiata?			
		Less than 2 years	2 years to 4 years	5 years to 7 years	More than 7 years
The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation	Strongly Disagree	0 (0.0%)	0 (0.0%)	2 (14.3%)	0 (0.0%)
	Disagree	0 (0.0%)	0 (0.0%)	1 (7.1%)	0 (0.0%)
	Neutral	4 (22.2%)	2 (8.7%)	0 (0.0%)	5 (20.8%)
	Agree	5 (27.8%)	8 (34.8%)	3 (21.4%)	11 (45.8%)
	Strongly Agree	9 (50.0%)	13 (56.5%)	8 (51.1%)	8 (33.3%)

Source: Calculated by the author

Table 4.59 above is generated through the cross tabulation between ‘How long have you been working in Axiata?’ and the management of the company is agile enough on the proper communication’ and ‘engagement of any change takes place for organisational transformation’. From this table, it is revealed that among the participants those have less than 2 years of working experience in Axiata 50% are strongly agreed with the statement of “The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation”, 27.8% are agreed with this statement. Among 2-4 years of experienced group 56.5% are strongly agreed and 34.8% are agreed with this statement. Those have 5-7 years of working experience in Axiata 51.1% are strongly agreed, 21.4% are agreed and 14.3% are strongly disagreed with “The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation”.

Among more than 7 years experienced group 33.3% are strongly agreed and 45.8% are agreed with this statement. Based on the outcome of the above quantitative outcomes, it was decided to deep dive further with the qualitative research through the interview with 2 respondents who believed that the communication and engagement was not effective at all. One to one in depth interview took place to further analyse the data and some interesting

facts came out. Axiata went through a drastic leadership reorg in one of their prominent OPCO where a veteran leader worked for more than decade was changed and an expat leader was positioned to ensure the transformation. Moreover, due to employee grievances, another local CEO was installed before the issue got aired up to the grievances.

But in this whole process there are still some resources left who are still loyal to the previous leadership which can be natural due to the personal relationship between the leader and the employee, but it is also the effective leadership comes into place to motivate back the employees. So apparently there is an issue between lack of trust on current leadership communication and the legacy mindset of that employee. The other respondent who strongly disagreed on the statement of “The management of the company is agile enough on the proper communication and engagement of any change takes place for organisational transformation” believed the medium of communication was not effective and lazy.

The only medium used for was through townhall and email communication where it was missing the human touch and all it is understood the lack of one-to-one human interaction resulted this outcome. As an example, this respondent never experienced skip level meeting in last 2 years which the respondent felt was really missing for the effectiveness of communication whereas it can also be argued that the probability of selecting skip level incumbent may be never served the purpose. There was also a one-to-one session with the respondent who disagreed on the fact and resulted the same outcome.

Here the researcher derived the facts that effective communication model as illustrated by Giz in Figure 2.5 could be very pivotal since the model allows to maneuver based on the challenges and obstacles. Moreover, the conceptual model Figure 2.32 of the Hibiscus model ensured the proper implementation and assurance of internal and external communication to the core and stakeholders that should address the situation.

Table 4.60: Measurement of the effectiveness of communication based on the M.A.D awareness and organisational transformation

		M.A.D initiative of Axiata has been successful in communication and awareness				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee Engagement of Axiata has been very effective to implement change management and organisational transformation	Strongly Disagree	2 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
	Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)	0 (0.0%)
	Neutral	0 (0.0%)	3 (21.4%)	8 (57.1%)	2 (14.3%)	1 (7.1%)
	Agree	0 (0.0%)	2 (6.5%)	2 (6.5%)	23 (74.2%)	4 (12.9%)
	Strongly Agree	0 (0.0%)	0 (0.0%)	1 (3.2%)	8 (25.8%)	22 (71.0%)

Source: Calculated by the author

From Table 4.60 it is observed that those are strongly agreed with “Employee Engagement of Axiata has been very effective to implement change management and organisational transformation” 71% are also strongly agreed with “M.A.D initiative of Axiata has been successful in communication and awareness”, 25.8% are strongly agreed with the first statement and agreed with the second statement. Among the respondents those are agreed with “Employee Engagement of Axiata has been very effective to implement change management and organisational transformation” 74.2% are also agreed with “M.A.D initiative of Axiata has been successful in communication and awareness” and 12.9% are agreed with the first statement and strongly agreed with the second statement.

Table 4.60 is extracted through crosstabulation between ‘employee Engagement of Axiata has been very effective to implement change management and organisational transformation’ and ‘M.A.D initiative of Axiata has been successful in communication and awareness’. So, this was the most effective medium of quantitative survey to measure the effectiveness of communication factors of the research framework in order to ensure appropriate implementation of the triple core towards an organisational transformation. The researcher was curious to go further analysis of the respondents who strongly disagreed on the facts that Axiata failed on the employee engagement as well as Axiata has failed to ensure the effective communication. The outcome of the interview is almost the same of the qualitative outcome of Table 103 where the leadership has failed to deal with the

individual's need for assurance and guidance on the fate of the MAD initiatives. Apparently, the similar measures are recommended to address this flaw in the leadership.

4.7.5 Effectiveness of the outcome of organisational transformation

The ultimate objective of the research as per the dependent variable of the organisational transformation to ensure the implementation of the triple core strategy assuring the culture and enablement such as communication by effective leaderships and operational efficiency. Below is the effort of measuring the effectiveness of organisational transformation with the benchmark of competition shown in Table 4.6.1 below

Table 4.61: Measurement of the effectiveness of organisational transformation with the benchmark of competition

		AXIATA has done better than the competition market on human resource interventions i;e Telenor group				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?	less than 3	0 (0.0%)	2 (6.3%)	10 (31.3%)	12 (37.5%)	8 (25.0%)
	3 4	3 (11.1%)	3 (11.1%)	4 (14.8%)	6 (22.2%)	11 (40.7%)
	5 6	0 (0.0%)	0 (0.0%)	3 (27.3%)	5 (45.5%)	3 (27.3%)
	7 8	0 (0.0%)	0 (0.0%)	3 (60.0%)	0 (0.0%)	2 (40.0%)
	≥ 9	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (50.0%)	2 (50.0%)

Source: Calculated by the author

Table 4.61 is done through the crosstabulation between 'is your total Tenure in Axiata, number of transformation and organisational restructure you have been exposed to?' and 'AXIATA has done better than the competition market on human resource interventions i;e Telenor group'. As per Figure 2.4 of the Kurt Lewin model, the unfreeze and refreeze process could be meaningful. From Table 2.10 it is revealed that among the participants those have less than 3 times of experience for transformation and organisational restructure 25% are strongly agreed that "AXIATA has done better than the competition market on human resource interventions i;e Telenor group", 37.5% are agreed and 6.3% are disagreed with this statement. In case of 3-4 time of organisational transformation experienced respondents 40.7% are strongly agreed, 22.2% are agreed, 11.1% are disagreed and 11.1% are strongly disagreed with this statement. For the participants those have 5-6 times of transformation and organisational restructure experience 27.3% are strongly agreed and

45.5% are agreed with this statement. 40% respondents are strongly agreed those have 7-8 times of transformation and organisational restructure experience. Among the participants those have more than 8 times of experience for transformation and organisational restructure 50% are strongly agreed that “AXIATA has done better than the competition market on human resource interventions i.e Telenor group” and 50% are agreed with this statement.

4.8 Conclusion

It is attempted to represent the findings of statistical analysis and their interpretation in this chapter. Statistical analysis was divided into three categories: a) Univariable Analysis, b) Bivariable Analysis, and c) Multivariable Analysis.

In Univariable Analysis, along with the demographic's analysis of the respondents such as their gender, location, age, marital status etc., it is also found analysis of their socio-economic representation. It is required to learn what portion of the respondents have been working in Axiata, their current level of employment, their skill level, average tenure per level etc. These helped us to understand the respondent's current position in Axiata and as well as their diversified experience in the same organisation. It is also found that, what portion of the respondents think about Axiata in which way. For example, 89.9% respondents have agreed that Axiata as a company is dynamic and innovative to embrace changes as and when required. Amongst them, 48.1% has shown that they are strongly agreed with this statement. 7.6% did not express their opinion about this & remained neutral. Also, most of them (88.6%) agreed that employee development is one of the key concentrations of Axiata and it regularly ensured employee development through session and training where 41.8% of them has strongly agreed with this statement. 5.1% of them did not express their opinion about this & remained neutral. Also, 6.4% of the total respondents has shown their disagreement to the fact that employee development is one of Axiata's primary concerns, and it ensures it on a regular basis through sessions and training. In our bivariate analysis, "Organisational Transformation" is our dependent variable. This dependent variable is derived from the responses to our questionnaire's four questions (1. M.A.D initiative of Axiata has been successful in communication and awareness, 2. M.A.D initiative of Axiata has been successful in implementation across the OPCOs, 3. Axiata

achieve the required culture to embrace the digital world in order to achieve the best digital TELCO in 2021 and 4. AXIATA has done better than the competition market on human resource interventions i.e Telenor group). In this scenario, the Median of these four variables was used to find our intended dependent variable, "Organisational Transformation.". With the help of Mann-Whitney test, it is found if the response of the respondents has any significant difference on 'Organisational Transformation'. For example, with the help of P value, it is found that there is no significant difference on organisational transformation between married and single participants. But, for those respondents who have a clear career path or goal and their career aspiration for the next 2 to 5 years in Axiata and those have no clear career path or goal, between these two groups there is a significant difference ($p=0.005$) on organisational transformation. Thus, this analysis gave us a clear though about which results have made a significant difference on organisation transformation or which results have not made any difference.

Multiple regression analysis was carried out. In this study, nine independent variables were reviewed that were statistically significant in a bivariate analysis. In Multivariable analysis, it is found that Employee development has a big impact on how an organisation change. Participants who agreed that employee development is one of Axiata's main focuses and that it ensures employee development on a regular basis through sessions and training indicated a positive response to organisational transformation. On organisational transformation, there were similar significant effects of perception on Axiata successfully implemented the performance management process and policies across the employees and The management of the company is agile enough on proper communication and engagement of any change that occurs.

To conclude, it can be stated that the tree analysis such as Univariable Analysis, Bivariable Analysis, and Multivariable Analysis have clearly helped us to understand the organisational transformation on basis of the Axiata's employees from different demographic and socio-economic status. Moreover, four conceptual frameworks with vigorous research with the intention of addressing the research inquiry are explained in the section and will be described in detail in the final chapter in the later part of the thesis.

Chapter 5

5 Summary, Recommendation and Conclusion

5.1 Introduction

This chapter provides a summary and presentation of the research's findings and recommendations. The present chapter commences with a concise overview of the research, followed by an exposition of how the research objectives and goals are achieved in alignment with the research questions, hypotheses, and the overarching aim of this study. Moreover, this chapter contains discussions on this thesis's contributions, impact, limitations and future directions.

5.2 Summary

During this research the relevant literature review with the blend of the conceptual models were used to compile the questionnaire. Including planning, implementation, review and evaluation and remaining inputs from organisation behaviour and human resource management issues such as employee awareness, workplace culture and training needs analysis, the operational efficiency requires around the execution of the models and literature reviews with the able leadership who will be able to not only strategise the triple play, but also ensuring maneuvering the journey through efficient and effective communication. So here is pivotal to ensure not only the human resource and the employee profile, but also relevant intervention in operations, culture through effective leadership and communication.

In this study, it has been found that the employee development has significant effect on organisational transformation. Also, proper communication and engagement of any change has significant impact on organisational transformation.

Axiata may require relooking into their regular HR assessment tools as an example whether employee profile identification should still be running through DISC matrix or change it. The quality of training or the expiry of training or the practical implementation of training for employee development is a serious lacking for Axiata organisational development

initiatives. As per Table 4.35 around 8.5% has disagreed, strongly disagreed on the implementation of the training outcome for their job. The researcher qualitative survey further proved that, the employee profile identification was not effective for some cases where the employees have been position to the wrong place so even Axiata incurring cost for training and development it doesn't make any difference to the incumbent as the gap still lies in the business acumen so either the positing has to be changed or the employee attrition to take place. HR employee relations have to ensure deep diving on the individuals and identify the total number of resources facing these difficulties.

Axiata did a great job on creating SBUs to support the evolution of new technology, new business, and new company. Logically the companies with strong leadership had the best outcome and some business failed due to poor strategy planning and execution. As an example, the pragmatic survey outcome of Table 49 where most of the respondents agreed strongly that, it was a great initiative for Axiata to form the SBUs and most of the motivated and positive outcome came from the successful SBUs such ADA and edotco. Edotco achieved the aspiration of Axiata reaching to the top 10 TowerCo of the world having investments but there are entities like Xpand which had conflict of interest with ADA and apparently Xpand has stopped and merged with Boost. It is important for Axiata corporate Centre to assess the feasibility more deeply and most importantly assess the conflict of interest.

Lack of synergy between SBUs on the initiatives of digitalisation such as IT platforms, automation tools, technical know-how and so on. Many SBUs moved ahead alone with the solution which was not proven and failed miserably when the time value of money is compromised. Need Axiata OPCO to drive the automation and digitalisation projects and make the SBU leadership accountable for the failure of achieving operational efficiency. Roll out of all tools and HR digitalisation practices across all Axiata OPCOs and SBUs. Some didn't have the proper HR structure due to start up and new co justification in that case, Axiata group HR must intervene and take measured to ensure enablement of HR tools and practices.

Based on the cross-tabulation research outcome, the respondent strongly disagreed on the fact that Axiata doesn't have the culture to ensure leadership as the best digital telco by

2022. However, point to be noted that this is absolutely insignificant compare to the final outcome but considering the outcome of employee profile enrichment and operational efficiency, it is inevitable that Axiata may have issues to still carry on the legacy of the GLC (government linked organisation) of Malaysia, slower to respond and most importantly slower to ensure HR intervention in case of non-performance (Sekaran and Bougie, 2016; Ragab and Arisha, 2017). Axiata needs to constantly steer the vision with the support of third parties like Delloitee, KPMG or other consultants to assess the performance based on the outcome of result and employee motivation. Overall, the efficiency is mostly there because of huge concentration of Axiata developing leaders just now need to sharpen the saw based on specific gaps on leadership traits.

This study offers a two-pronged benefit: it contributes new knowledge to the field and suggests practical applications of that knowledge. The study's **contribution** lies in its exploration of how specific HR practices affect the success of an organizational transformation within the unique context of Axiata. It goes beyond generic principles by analyzing the effectiveness of training programs for different employee demographics (new hires vs. long-tenured) or the impact of communication initiatives like the M.A.D. program. This nuanced approach provides valuable insights for future research and best practices in HR transformation.

The study's **implications**, on the other hand, translate this knowledge into actionable steps for Axiata. Data on employee perceptions strengthens arguments for targeted training or improved communication channels. Axiata's HR department can use the study to develop training needs assessments tailored to employee experience levels, or design communication strategies that utilize multiple channels to ensure clear messaging. Managers can then implement these strategies at the team level, conducting needs assessments within their groups or holding regular one-on-one meetings for better communication. Ultimately, these practical implications empower Axiata to create a more engaged workforce that actively supports the transformation.

The impact of the study extends beyond Axiata itself. In terms of **practice**, improved HR practices can lead to increased employee morale, reduced turnover, and ultimately, higher productivity and profitability for the company. From a **theory** perspective, the study adds

to the body of knowledge on HR transformation by showcasing the interplay between specific practices and transformation outcomes in a real-world setting. This can inform future research and best practices. The findings can also be relevant to other **industry** players in the telecommunications sector undergoing similar digital transformations, potentially leading to a more efficient and innovative industry landscape. Indirectly, the study can benefit the **community** Axiata serves by potentially improving the efficiency and affordability of its services. Furthermore, insights from the study may inform **government policies** related to digital transformation in the telecommunications sector. Understanding employee challenges can help shape training programs or incentives for companies undertaking similar transformations.

While quantifying the exact **ROI** is challenging, improved HR practices can lead to long-term benefits like increased productivity, reduced turnover, and improved customer satisfaction. These translate to financial gains for Axiata in the long run. In essence, the Axiata study provides a valuable roadmap for successful transformation, with its contributions enriching the field of HR knowledge and its implications empowering practical action within Axiata and beyond.

5.3 Contribution of the Study

The researcher has contributed heavily on the outcome of organisational transformation through human capital intervention, operational efficiency factors towards success, necessity on effective leadership and final effective communication to assure satisfaction for employees and stakeholders, he started this design of reliance on Kotter model as per Figure 2 for the human resource interventions followed by Bushe's 5 steps appreciations deciding the operational excellence, Beckhard Haris model and Kurt Lewins models as per Figure 2.3 and Figure 2.4 in order to define leadership and finally Giz model for the most effective communication, here the author has designed 4 major conceptual models mainly started with the transformational model Figure 2.25 where the overall prescription of Axiata transformation is reflected, as an example, the research outcomes of Axiata being a GLC not having the right culture as per Table 4.35 could be addressed by the gap analysis developed by the author as per Figure 2.29 and ensure the matters are addressed effectively and efficiently.

5.4 Managerial Implication

Table 4.9 proves the fact that, the new blood in the group is embracing the transformational initiatives and conceptual model like Figure 2.31 project spearhead must be continued to ensure the operational efficiency as well as the required intervention that could be applicable to any startups, new business, IT organisations who wants to ensure transformation. This model can be replicated to any TELCO and Information technology company all over the world. Last but not the least, the identification of communication is realised with the fourth independent variable as communication effectiveness is addressed by the fourth conceptual model as per Figure 2.32 hibiscus model. This study contributes thoroughly towards the mean of effective communication with this hibiscus model and the responsibility matrix of how leaders make difference based on the strategic intent as well as the method of communication. This will impact the communication effectiveness towards a company transformation.

5.5 Limitations

Through the research outcome. Literature review and the proposed conceptual model based on the problem statement generates sense of mitigation but the major limitation lies on the dynamic ecosystem of TELCO innovation. This research took significant time to reach to the outcome and recommendation and future discretion as below but the status quo of Axiata and international telecommunication union have been amended by many changes in the leadership role, triple play strategies and merger acquisitions.

In addition to above, Axiata being a GLC, has a significant dependency on the external environmental factors of Malaysia and so forth that has a significant limitation to come up with a precise recommendation since the changes in leaderships also ensured changes in leadership at Axiata affecting enormous shareholder value. For these limitations, it is imperative that, this research must be ongoing with the new innovations like artificial intelligence, block chain, 5G and new technological milestones. Thus, some of the newco has to be terminated because of lack of traction and leadership issues.

5.6 Recommendations and future directions

Based on the impact of the study, its contribution and limitations to be taken care off, the researcher Need further research to establish whether management should accept the status quo of pragmatic research or whether they should probe deeper to discover whether the therapies require significant adjustments. It will become clear over the next three to five years whether or not the staff profile enrichment is sufficient to assure long-term viability and leadership in Asia. Research must be conducted on headhunted or joined TELCOs or organisations in order to benchmark human profile enrichment. This poll must be continued by Axiata, and the company may also target merger and acquisition personnel, similar to how Digi merged with Celcom in Malaysia.

Axiata has the potential to enhance transparency and facilitate the exchange of information pertaining to digitalization among Strategic Business Units (SBUs) and Operating Companies (OPCOs), thereby spearheading the majority of the group's automation and digitization efforts. The formation of strategic business units (SBUs) can result in a notable outcome of proficient leadership and operational efficacy. The collapse of SBUs can be attributed to inadequate leadership. Subsequent research endeavours ought to prioritise the examination of correlations between operational efficiency and leadership.

The provision of preferential treatment to underperforming strategic business units (SBUs) and the temporary allocation of resources from group and corporate headquarters to enhance operational efficiencies, such as digitalization, are recommended. Additional investigation is required to examine the relationship between the objectives of a company and the performance of its strategic business units, as well as to explore intervention strategies. In order to attain operational excellence and facilitate transformation, Axiata Group is required to disclose its IT, infrastructure, and product roadmap. Additional investigation and examination utilising cross tabulation of two distinct variables pertaining to Employee profile enrichment and operational efficiency is necessary to ascertain whether Axiata is genuinely prioritising HR automation and improvement throughout the entire organisation in a uniform and effective manner. Further analysis of HR operations will be required to enhance performance management. The response may attempt to conceal its inefficiency by attributing it to the absence of HR automation tools and practices.

Further investigation into the conceptual model pertaining to leadership is warranted in order to conduct research on the efficacy and expediency of communication. The scholar posits that additional investigation is necessary to explore the relationship between the independent variables of leadership and communication variables within a group of companies, such as Axiata. It is imperative for Axiata to periodically evaluate their communication approach in accordance with the employee profile. Intrinsic employee behaviour can be effectively addressed through means beyond conventional townhall meetings, group gatherings, and digital communication. According to the respondent's feedback, it is recommended to prioritise Skip level meetings and open-door policies. Additional research is necessary to determine the optimal method for selecting an incumbent for individual or group communication via town hall or digital means. An ethical quandary arises when attempting to balance the potential frustration of an agile employee who may feel burdened by excessive communication, with the emotional needs of an employee who seeks personalised attention, such as one-on-one meetings or skip-level discussions, despite prior communication from leadership. It is recommended that leaders persist in evaluating the enhancement of employee profiles and motivation through the implementation of effective and efficient communication strategies tailored to individual employee profiles.

5.7 Conclusion

Axiata has adeptly navigated the challenge of implementing organisational transformation by framing it as a crisis and employing a well-conceived plan centred on the triple core for effective implementation. The implementation of employee development initiatives, operational efficiency measures, effective communication strategies, and strong leadership practises is generally met with positive reception from employees. The implementation of triple core technology has become crucial in facilitating the strategic planning of organisational transformation initiatives, encompassing the entire process from initial profiling and assessment to the necessary interventions. The success of this initiative is contingent upon the proper execution of rollout operations and maintenance, in accordance with the necessary interventions for organisational transformations, in order to achieve the goal of becoming the foremost digital telecommunications company by 2022. Overall, this

thesis makes a valuable contribution to the field of human resource interventions in digital organisation with more four conceptual models. Specifically, it examines the impact of employee profile, agile culture, and digital mindset on the provision of unprecedented assistance in various industries, as well as the commitment to ensuring and enforcing employee safety. This study makes a contribution to the initiatives and policies implemented by institutions aimed at enhancing Human Resource practises and policies.

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ANNEXURE A: CONVENTIONAL MAP OF ENTERPRISE VALUE PREPARED BY DELOITTE

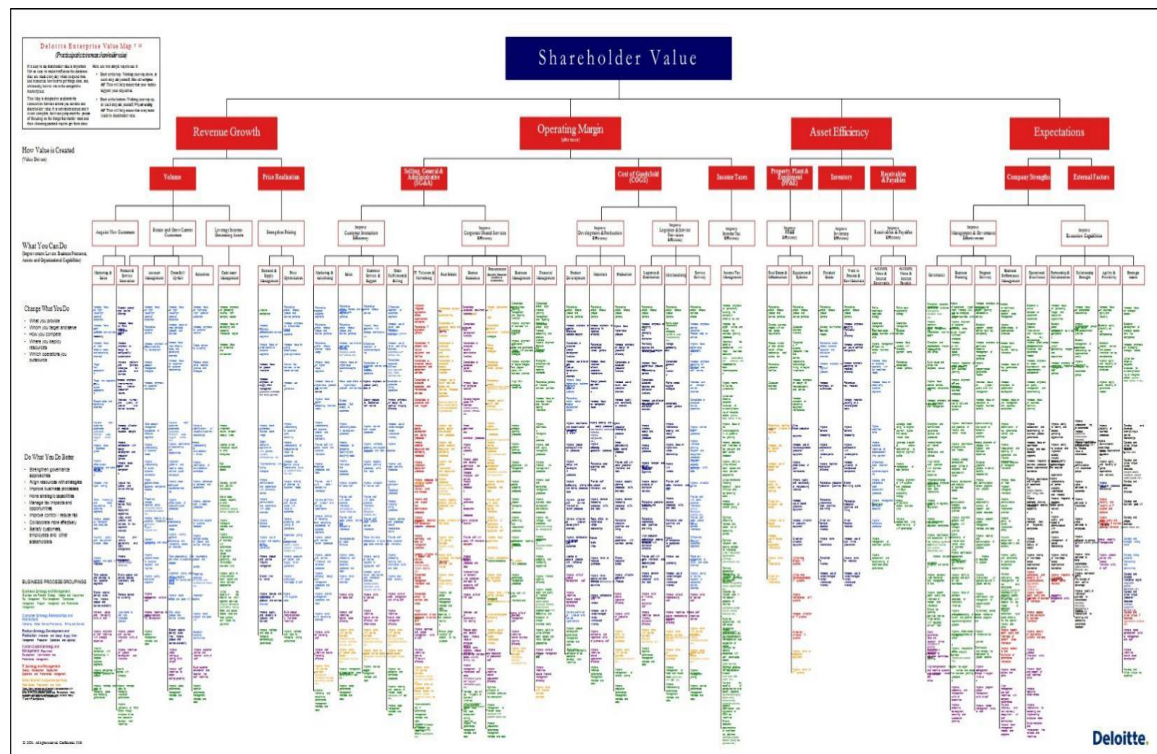


Figure Annex 1: Outline of Enterprise Worth Prepared by Deloitte

Source: Value management model of Axiata by Delloitte

ANNEXURE B: AXIATA PRESENT CONVERSIONAL GRAND SCHEME

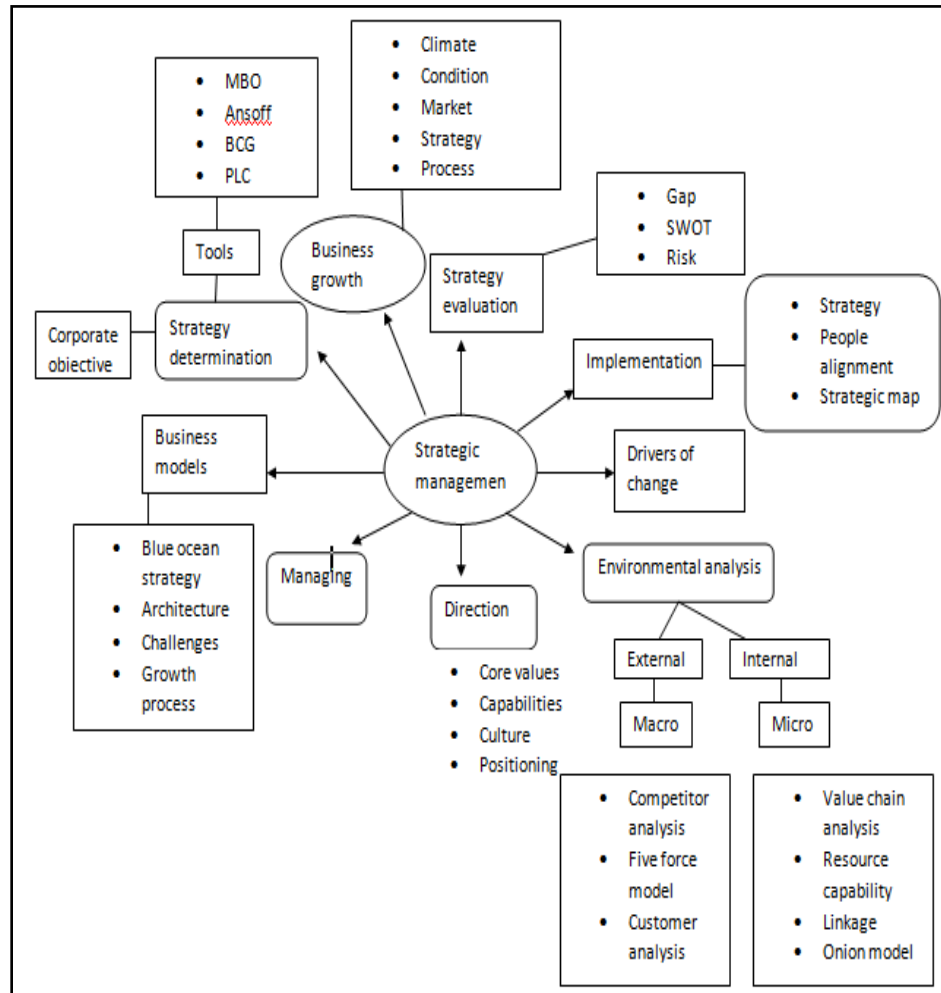


Figure Annex 2: Figure depicting present situation of Grand Scheme of Axiata Sdn Bhd

Source: Axiata Value Management for Business

ANNEXURE C: EXAMINATION OF QUARTERLY PNL OF AXIATA SDN BHD

TableAnnex1: Ledger showing Quarterly P&L of Axiata Sdn Bhd

axiata															
Axiata Group Berhad															
Consolidated Statement of Comprehensive Income															
(RM '000)	2015				2016				2017				2018		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Operating revenue	4,750,720	4,707,196	5,065,108	5,360,437	5,008,841	5,310,097	5,457,032	5,789,422	5,880,972	6,058,566	6,201,768	6,261,095	5,748,249	5,867,065	6,003,472
Operating costs															
- depreciation, impairment and amortisation	(983,750)	(1,000,068)	(1,032,224)	(1,182,503)	(1,165,058)	(1,390,518)	(1,302,627)	(1,808,302)	(1,517,982)	(1,443,646)	(1,498,483)	(1,526,092)	(1,393,211)	(1,489,038)	(1,511,446)
- foreign exchange gains / (losses)	40,213	(4,357)	168,319	48,615	(266,580)	6,385	40,937	133,916	(53,281)	(36,615)	(47,472)	(54,195)	(106,444)	87,727	38,593
- domestic interconnect and international outpayment	(635,784)	(444,915)	(536,071)	(541,844)	(496,832)	(513,478)	(515,495)	(570,318)	(641,425)	(668,921)	(686,153)	(704,224)	(602,404)	(611,211)	(600,128)
- marketing, advertising and promotion	(322,624)	(343,519)	(375,180)	(430,469)	(409,963)	(403,584)	(472,696)	(531,356)	(488,025)	(537,972)	(529,314)	(553,444)	(550,880)	(565,847)	(506,784)
- other operating costs	(1,719,841)	(1,893,465)	(1,949,369)	(2,087,145)	(1,840,575)	(1,953,186)	(2,003,428)	(2,277,123)	(2,168,967)	(2,124,313)	(2,115,180)	(2,047,406)	(2,143,009)	(2,121,201)	(2,200,231)
- staff costs	(331,282)	(310,169)	(340,853)	(337,079)	(386,089)	(374,145)	(373,409)	(431,067)	(428,558)	(453,498)	(394,094)	(630,789)	(415,546)	(525,638)	(525,312)
- other gains / (losses) - net	33,531	32,208	49,230	(16,888)	(44,139)	(7,091)	(43,541)	26,610	(10,830)	(7,658)	(42,398)	3,221	7,024	35,963	13,852
- other operating income	41,514	99,101	406,673	118,970	24,322	183,292	34,460	292,490	84,962	69,120	(21,596)	(107,116)	57,774	(3,273,839)	103,168
Operating profit before finance cost	872,697	842,012	1,455,633	932,296	423,927	857,772	821,233	624,272	636,866	655,063	667,068	641,050	601,553	(2,595,999)	815,184
Finance income	59,877	50,549	38,608	24,387	51,350	13,188	63,571	55,285	40,810	53,569	84,422	63,006	61,299	53,411	50,768
Finance cost excluding net foreign exchange (losses) / gains on financing activities	(178,582)	(173,292)	(213,297)	(265,967)	(255,516)	(294,733)	(307,517)	(343,418)	(318,766)	(337,854)	(289,408)	(307,341)	(302,522)	(314,951)	(323,633)
Net foreign exchange (losses) / gains on financing activities	(198,285)	(74,016)	(365,873)	90,833	264,881	(185,754)	(122,154)	(556,693)	63,955	105,886	41,749	140,410	125,023	(202,014)	(184,841)
	(376,867)	(247,308)	(579,170)	(175,134)	9,365	(480,487)	(429,671)	(900,111)	(254,811)	(231,968)	(247,659)	(166,931)	(177,499)	(516,965)	(488,474)
Joint ventures															
- share of results (net of tax)	217	(4,145)	(8,027)	(26,633)	(22,414)	(18,050)	(23,921)	(31,457)	(19,145)	(17,322)	(10,528)	(1,994)	-	170	1,082
Associates															
- share of results (net of tax)	143,290	143,073	120,268	82,875	91,600	37,153	20,336	(17,985)	(11,391)	(78,255)	(133,351)	(129,673)	(86,074)	46,569	3,069
- loss on dilution of equity interests	(9,253)	-	-	(8,103)	(1,732)	-	-	(3,666)	-	(9,816)	2,101	5,120	(357,604)	(45,364)	-
Profit before taxation	689,961	784,181	1,027,312	829,688	552,096	409,576	451,548	(273,642)	392,329	571,271	562,053	410,578	41,675	(3,058,196)	381,629
Taxation	(153,840)	(154,557)	(72,229)	(314,449)	(150,896)	(177,308)	(155,798)	1,580	(130,297)	(62,194)	(242,981)	(308,277)	(136,032)	(259,477)	(196,104)
Profit for the financial period	536,121	629,624	955,083	515,239	401,200	232,268	295,750	(272,062)	262,032	479,077	319,072	102,301	(94,357)	(3,317,675)	185,525
Other comprehensive (expense) / income:															
Items that will not be classified to profit or loss:															
- actuarial losses on defined benefits plan, net of tax	(2,518)	6,783	9,699	(58)		(2,606)	(4,209)	21,682	(1,581)	4,423	5,964	9,201	-	-	3,428
Items that may be reclassified subsequently to profit or loss:															
- currency translation differences	394,631	75,520	1,351,674	(199,315)	(1,001,623)	480,281	702,562	1,527,119	209,627	(839,311)	(599,273)	(841,496)	(1,403,660)	324,922	(167,245)
- net cash flow hedge	(1,125)	567	(1,067)	2,531	(1,460)	15	1,164	(1,915)	(4,687)	(23,802)	(14)	28,774	(78,961)	(27,195)	(7,314)
- net investment hedge	1,039	(61,810)	(88,213)	23,730	14,001	(28,529)	(24,433)	(28,594)	(48,959)	7,692	1,271	24,195	29,441	(4,965)	(28,663)
- other reserve				3,367	(2,450)	693	564	33,824	(1,358)	-	-	-	-	(1,600)	(604,105)
- available-for-sale reserve	392,027	21,090	1,272,093	(169,745)	(991,532)	449,854	675,648	1,552,116	153,062	(850,998)	(592,052)	(779,327)	(1,453,180)	291,162	(803,899)
Other comprehensive income for the financial period, net of tax	928,148	650,714	2,227,176	345,494	(590,332)	682,122	971,398	1,280,054	415,094	(371,921)	(272,980)	(677,026)	(1,547,537)	(3,026,513)	(618,374)
Total comprehensive income for the financial period															
Profit / (Loss) for the financial period attributable to:															
- owners of the Company	584,839	610,758	891,387	467,235	368,256	188,934	256,558	(309,496)	239,016	407,205	238,534	24,725	(147,408)	(3,357,307)	132,065
- non-controlling interests	(48,718)	18,866	63,696	48,004	32,944	43,334	39,192	37,434	23,016	71,872	80,538	77,576	53,051	39,832	53,460
	536,121	629,624	955,083	515,239	401,200	232,268	295,750	(272,062)	262,032	479,077	319,072	102,301	(94,357)	(3,317,675)	185,525
Total comprehensive income / (expense) for the financial period attributable to:															
- owners of the Company	940,424	825,580	1,969,067	285,188	(494,864)	546,136	809,863	974,928	415,441	(278,141)	(197,266)	(528,853)	(1,295,323)	(3,135,671)	(710,557)
- non-controlling interests	(12,276)	25,134	238,109	60,306	(95,468)	135,986	161,535	305,126	(347)	(93,780)	(75,714)	(150,173)	(252,214)	109,158	30,617
	928,148	850,714	2,227,176	345,494	(590,332)	682,122	971,398	1,280,054	415,094	(371,921)	(272,980)	(677,026)	(1,547,537)	(3,026,513)	(679,940)
Earnings Per Share (sen)															
- basic	8.8	7.1	10.3	5.3	4.2	2.1	2.9	(3.5)	2.7	4.5	2.7	0.3	(1.6)	(37.1)	1.5
- diluted	8.8	7.1	10.2	5.3	4.2	2.1	2.9	(3.4)	2.7	4.5	2.6	0.3	(1.6)	(37.0)	1.5
Normalised PATAMI*	555,993	585,662	515,718	413,698	464,197	371,086	505,732	77,308	290,548	353,421	351,925	208,867	309,520	216,662	318,273
Normalisation items:															
- Forex gain/(loss)	7,347	2,677	117,434	4,829	(110,657)	(188,942)	(127,858)	(396,690)	8,368	80,250	(26,740)	103,765	43,755	(89,486)	(112,084)
- XL gain on disposal of towers	21,500	22,387	329,853	26,035	14,715	107,246	22,223	195,416	23,592	23,025	22,671	21,963	20,475	20,050	19,837
- XL accelerated depreciation	-	-	-	-	-	(70,403)	(28,343)	(94,561)	-	-	-	-	-	-	-
- Robi accelerated depreciation	-	-	-	-	-	-	(78,893)	(31,635)	-	-	-	-	-	-	-
- Asset impairment and write-off	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Celcom tax incentive	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Gain on disposal of SIM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Idea: Loss on dilution / provision of derecognition	-	-	-	-	-	-	-	-	-	-	-	-	(357,604)	(3,379,909)	51,071
- Idea share of (losses)/profits	-	-	-	-	-	-	-	-	-	-	-	-	(114,384)	19,541	(81,217)
- Non-core digital: loss on dilution/impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	(79,899)	(10,328)
- Others	-	-	(71,618)	22,644	-	(30,051)	(36,303)	(59,331)	(83,488)	(49,490)	(109,326)	(309,871)	(49,170)	(64,266)	(53,487)
Note:															
*Excluding Idea operational results from 1Q18 onwards as Idea is de-recognised from associate to simple investment in August 2018															

Source: Axiata Annual report

ANNEXURE D: INVESTIGATION QUESTIONNAIRE

Segment A

1. Interviewee's name: _____
(please ✓)
2. Position: ☐ Bangladesh ☐ Malaysia
3. Interviewee's number for communication:
4. What is the duration of your tenure in Axiata?
☐ Below than 2 years
☐ Between 2years and 5 years
☐ Between 5 years and 7 years
☐ Over 7 years
5. Interviewee's sex: ☐ Male ☐ Female
6. Age: ☐ < 18 years ☐ 18 – 30 years ☐ 31 – 45 years ☐ 46 – 60 years ☐ 60 years>
7. Marital Situation: ☐ Married ☐ Unmarried ☐ Different
8. How many dependents or offspring do you have?: ☐ None ☐ 0-3 ☐ Over 3
9. Degree of dexterity of the staff member : ☐ Skilled ☐ Semi-skilled ☐ Un-Skilled
10. Present condition of employment: ☐ Entrance Stage ☐ Middle-Stage ☐
Managerial Stage ☐ Contract based/ Consultancy
11. Overall Monthly Earning of interviewee leaving out quota for housing and food (Ringgit Malaysia)
☐ <3000 ☐ 3001-4000 ☐ 4001-5000 ☐ 5001-6000 ☐ 6000+
12. What was the average length of employment at each level? (How far between were promotions)
☐ <1 year ☐ 1-1.5 years ☐ 1.5-2 years ☐ 2-2.5 years ☐ 2.5- 3 years
☐ Over 3 years ☐ Did not ever receive promotion
13. What is the magnitude of your overall increment in your entire employment in Axiata?
☐ <10% ☐ 10%-20% ☐ 20%-30% ☐ 30%-40% ☐ 40%-50% ☐
50%+
14. How many training and improvement spells have you had at your home during your employment in Axiata?
☐ <5 ☐ 5-10 ☐ 10-15 ☐ 15-20 ☐ 20-25 ☐ 25+
15. How many training and improvement spells have you had abroad during your employment in Axiata?
☐ <5 ☐ 5-10 ☐ 10-15 ☐ 15-20 ☐ 20-25 ☐ 25+

16. How many conversion and organisational reformation spells have you faced at your home during your employment in Axiata??

☐ <3 ☐ 3-5 ☐ 5-7 ☐ 7-9 ☐ 9+

Segment B

On the basis of the metric provided underneath, circle the digit at the termination of every statement.

1- Firmly Oppose

2- Oppose

3- Indifferent

4- Concur

5- Firmly Concur

Sl.	Question	1	2	3	4	5
1	Axiata is a nimble and innovative organisation that adopts alteration timely as necessary	1	2	3	4	5
2	The administration of the organisation is adequately nimble in properly communicating and engaging about any modification happening for modification of the company	1	2	3	4	5
3	Axiata holds development of its staff as one of its top priorities and ensures improvement of staff on a routine basis via training and other activities	1	2	3	4	5
4	M.A.D intervention has successfully executed communication and making staff aware	1	2	3	4	5
5	M.A.D was successfully executed in every OPCO	1	2	3	4	5
6	Axiata has quite regularly engaged with staff for a sustained period	1	2	3	4	5
7	Engaging with the staff had high efficacy for Axiata in executing modification administration and modification of corporation	1	2	3	4	5
8	Axiata on a group level can adopt necessary steps and implements to profile the current pool of staff	1	2	3	4	5
9	Axiata properly performed performance administration procedure and guidelines for the staff	1	2	3	4	5
10	Axiata properly executed the implements and procedures for the staff	1	2	3	4	5

11	The effectiveness of the strategic move of creating SBUs (Xpand, ADA, ADC, Boost and others) focusing on digitization was high	1	2	3	4	5
12	Axiata has attained the culture necessary to adjust and adapt to the digital era for becoming the best digital and TELCO service provider within 2021	1	2	3	4	5

Signature of research conductor & date

Signature of interviewee & Date

ANNEXURE E: DIMINISHING MARKET PROPORTION OF CELCOM

Table Annex 2: Diminishing market proportion of Celcom

	Q1 2015		Q4 2014	
	Subscribers	Market Share	Subscribers	Market Share
Maxis	13.26mil	29.9%	12.91mil	28.7%
Celcom	12.28mil	27.6%	12.97mil	28.9%
Digi	11.69mil	26.3%	11.42mil	25.4%
Others	7.19mil	16.2%	7.63mil	17%
Total	44.42mil		44.93mil	

Source: MCMCI report of market share of TELCO

CELCOM faced fierce competition mainly by Mazxis as per the agile culture of the organisation and slot process of CEMCOM. Moreover, there has been a serious billing migration issue that made the organisation bleeding since 2014

ANNEXURE F: Situation of Malaysian Economy

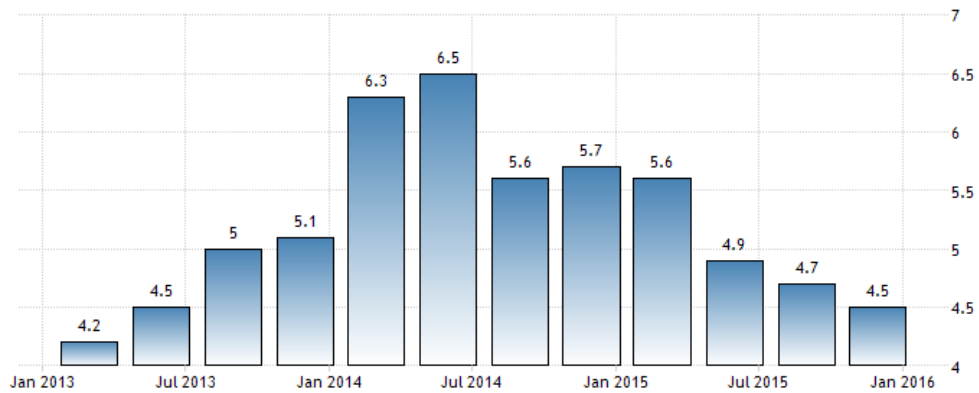


Figure: Annex 3 : Malaysia GDP (Gross Domestic Product) overview

(Trading Economics, 2016)

Source: Malaysia Economy outline

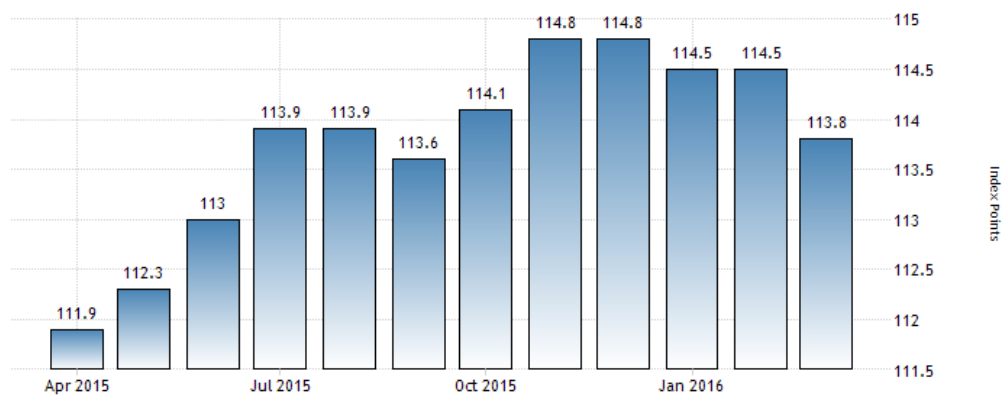


Figure 7: Cost Index for Users of Malaysia

Source: Malaysia Economy outline

For the last four the country has been suffering from massive economic downfall.

ANNEXURE G: MALAYSIA EXTRINSIC PHENOMENON SITUATION

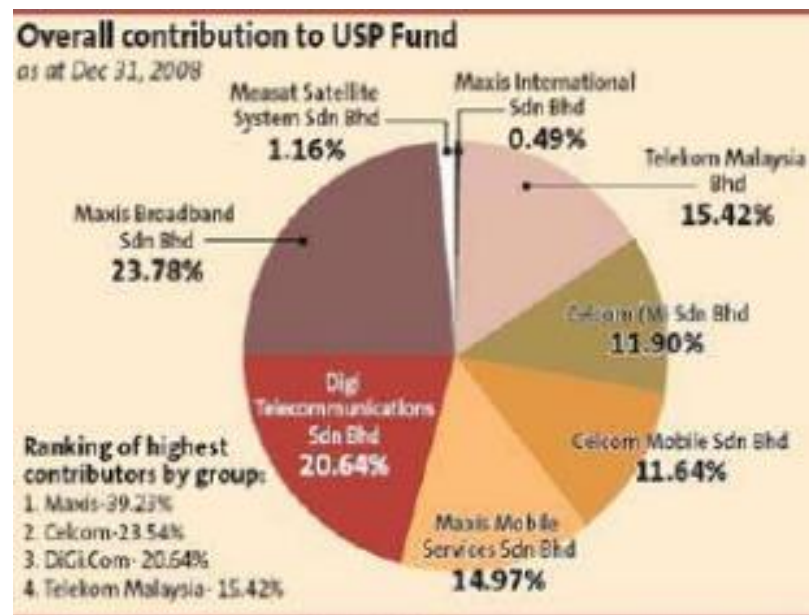


Figure Annex 5: Malaysia Ubiquitous Facilities Provided

Source: MCMCI Report

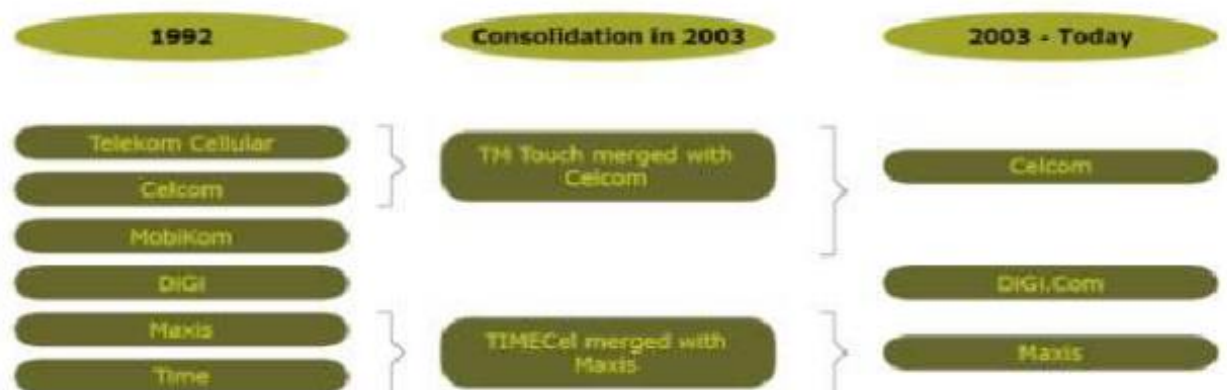


Figure Annex 6: Malaysia TELCO condensed depiction and clarification

Source: MCMCI Report

ANNEXURE H: YIP Catalyst Model for Celcom

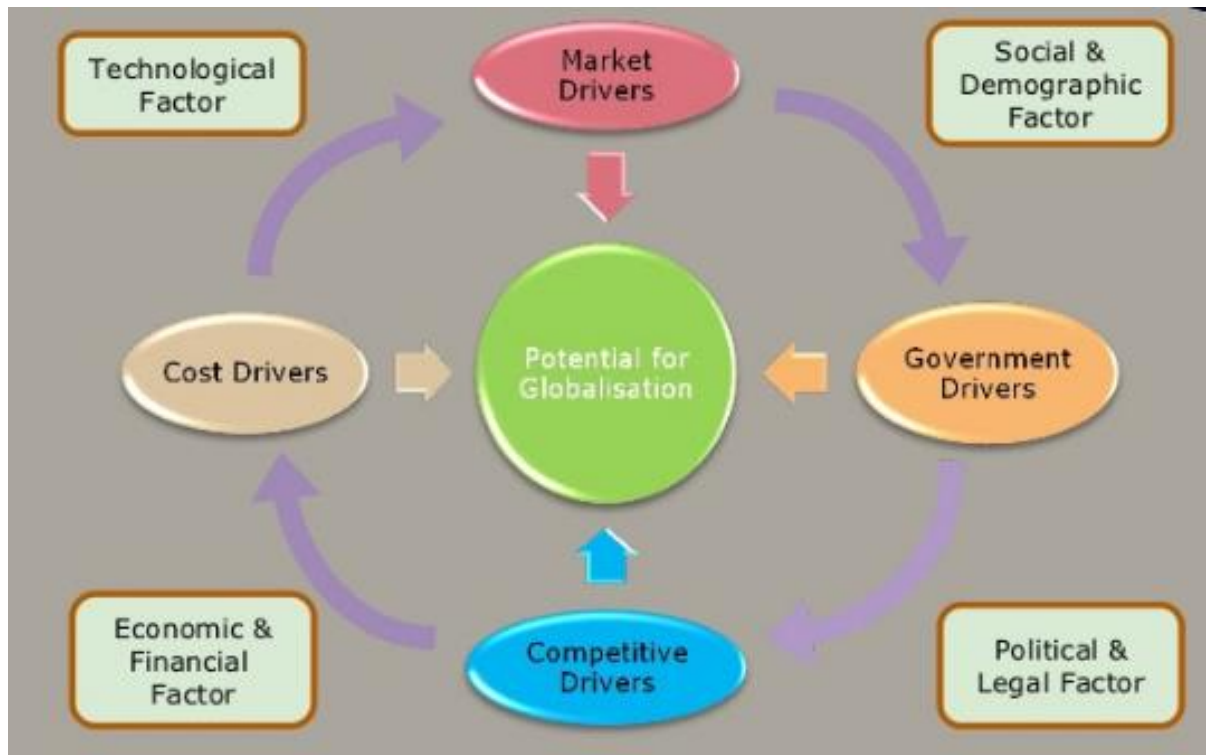
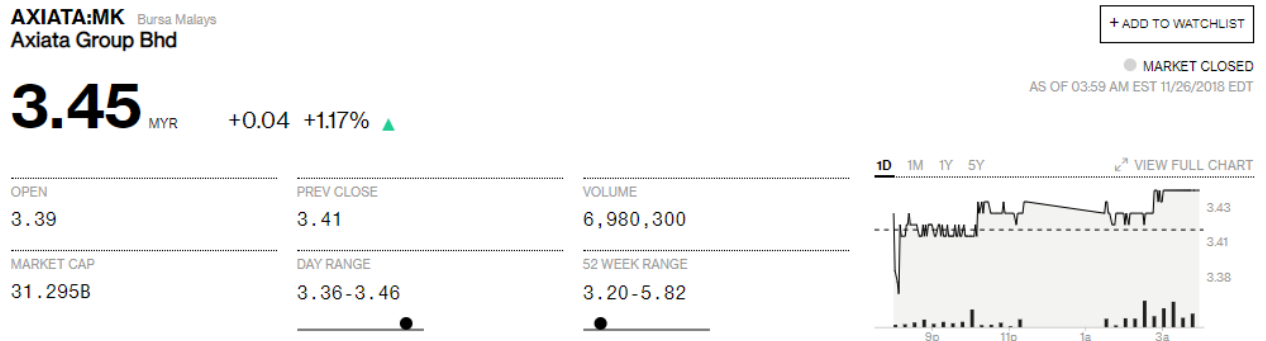


Figure Annex 7: Model Clarifying Celcom's YIP Catalysts

Source: YIP model

APPENDIX I: CURRENT CONDITION OF MARKET CAPITALIZATION OF AXIATA



AXIATA MK Equity		96) Export		
Axiata Group Bhd				
Range	12/31/2008	-	12/29/2017	Period
Market	Last Price		Mkt Cap	Currency
View	Price Table			
Date	Last Price	Mkt Cap		
12/29/17	5.49	49,673.2519		
12/30/16	4.72	42,345.0790		
12/31/15	6.41	56,514.0529		
12/31/14 H	7.05	60,501.1516		
12/31/13	6.90	58,930.4473		
12/31/12	6.59	56,069.6571		
12/30/11	5.14	43,516.1787		
12/31/10	4.75	40,114.4829		
12/31/09	3.05	25,757.7206		
12/31/08 L	2.465	13,587.3156		

Figure Annex 8: Current Condition of Market Capitalization of Axiata

Source: Market Cap

ANNEXURE J: AXIATA SWOT INSPECTION

<p>Strength</p> <ul style="list-style-type: none"> • Cheapest postpaid plan that is suitable for low budget mobile phone users. It offers plan at RM20 per month • Has wider network in many countries that offers services like Axiata Roaming the most economical roaming across Malaysia, Singapore, Bangladesh, Cambodia, Srilanka, India and Indonesia • The most trusted brand for the major community in Malaysia. 	<p>Weakness</p> <ul style="list-style-type: none"> • Lost its market share to Maxis. • Heavy reliance on the strategic sharing between mobile producer and application writer • It lacks base station compared to Maxis • Convergent billing system • Slower than competition on the adaptation to change • Very comfortable with the status quo and reluctant to explore matters like migrant workers and minor communities
<p>Opportunities</p> <ul style="list-style-type: none"> • Growth prospect in global telecommunication industry • Leveraging on Axiata digital service and attract the young segment through service like 11street.my • Expansion of services like remittance from Malaysia to India/ Bangladesh through Celcom- IDEA or Celcom- Robi collaboration. • More PPP opportunities of network expansion as well as community build up in remote zones such as Sabah-Sarawak • Leverage of Axiata M&A. As an example, recent acquisition of Axiata in Nepal, the international top up to be offered between Celcom and NCell, Nepal • Maxis recently encounter a severe billing scandal that will ensure retention of high value churn out customers of Celcom. 	<p>Threat</p> <ul style="list-style-type: none"> • Fails to meet subscriber need due to subscriber war business practice • Stiff competition coming from Maxis and Digi • Digi very efficiently grabbing and taking leverage of Telenor operations. As an example, cost effective call between Digi and Grameenphone Bangladesh. • The concur of High value segment by U-mobile mostly to Chinese community and Maxis mostly to Government, Malay and Indian community is still in place. • Monopoly of distribution in urban joints of the Migrant segments. • A Big and costly organization with multiple hierarchy slower decision making process compare to the competition.

Figure Annex 9: SWOT Inspection of Axiata

Source: Axiata SWOT analysis

ANNEXURE K: AXIATA'S GRADING IN THE SPACE MATRIX

The SPACE matrix has been utilised to perform an economic examination of Celcom which has been used to derive an idea about the position that is held by Axiata on the Space Matrix.

Table annex 3: Celcom's Grading of SPACE matrix

Internal / External position	Comparison (Benchmarks)	Type of position	Axes	Numerical value range
Internal	Competitors	Financial position	Y	1 to 7 (best)
		Competitive position	X	
External	Other industries	Stability position	Y	- 1 to - 7 (worst)
		Industry position	X	1 to 7 (best)

(Axiata, 2016)

On the basis of above rating the SPACE matrix for Celcom shows that it falls into the aggressive strategy and thus it should adopt some strategies, namely, forward integration, market penetration, market development, innovation and product development to regain its lost position.

Source: Celcom Space Matrix

ANNEXURE L: NEXUS OF VALUE FOR AXIATA FOR CAPITALIZING ON PROSPECTS

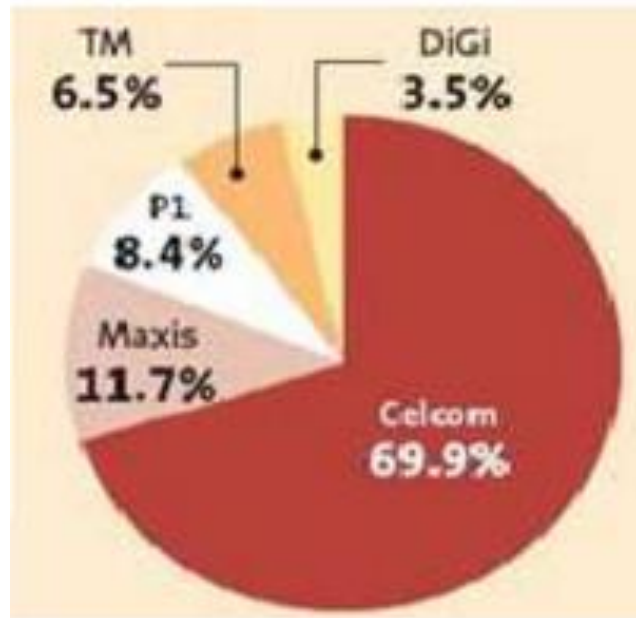


Figure Annex 10: Model clarifying Celcom's YIP Catalysts

(Petrie, 2013)

Source: MCMCI Report

The above figure describes one of the strength area of CELCOM that despite heavy market loss over HVC to competition, it still has the highest market share over the competition to leverage with digital milestone towards 4G LTE

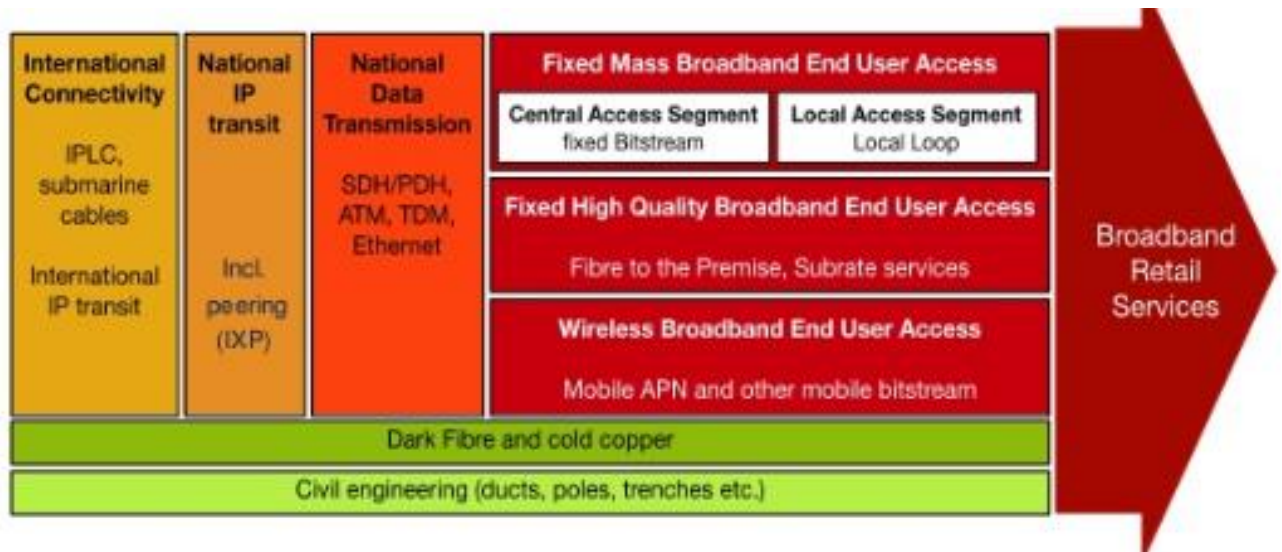


Figure Annex 11: Nexus of utility for Axiata (Yee, 2009)

Source: MCMCI Report

Different strategic management tools can be utilized to explain the strategic management choices of CELCOM to become a digital Organisation. The strategies can be explained following below mentioned models:

- Porter's Generic model

		Competitive Advantage	
		Lower Cost	Differentiation
Competitive Scope	Broad Target	1. Cost Leadership	2. Differentiation
	Narrow Target	3a. Cost Focus	3b. Differentiation Focus

Figure Annex 12: Porter's Inclusive Framework (Tanwar, 2013)

Source: Porter's five forces

b. On the other hand in the differentiation focus, CELCOM looks for demarcation in its own targeted division (Keijola, 2003).

- Bowman's Clock

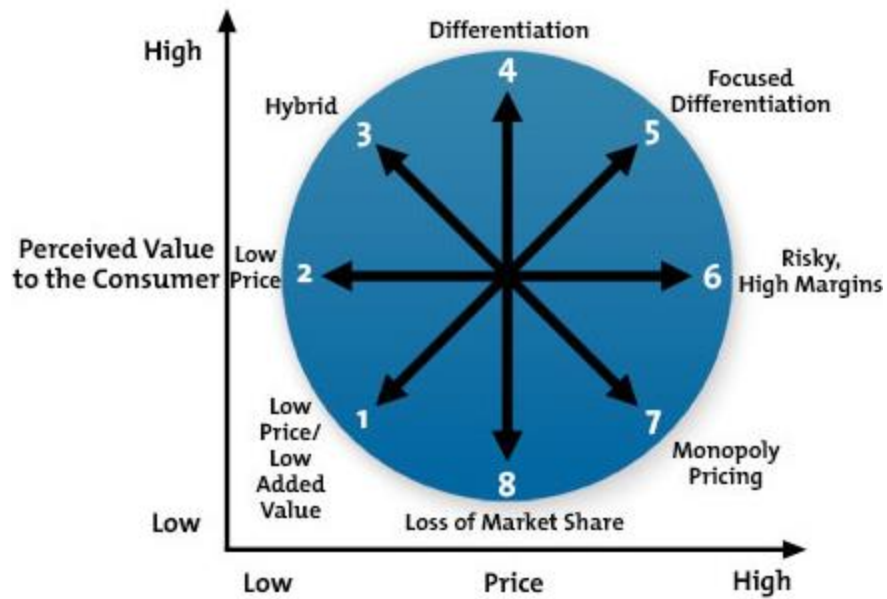


Figure Annex 13 Bowman's Clock

(Thomson, 2010)

Source: Bowman's clock

ANNEXURE M: Glossary of abbreviations

Table Annex 4: Glossary of abbreviations

Sl no.	Abbreviations	Explanations
1.	OTT	Over the Top services such as Whatsapp, Viber and so on
2.	GLC	Government Linked Corporations such as Khazana, Malaysian Airways
3.	WACC	Weighted Average Cost of Capital
4.	ROIC	Return on Invested Capital
5.	CAGR	Compound Annual Growth Rate
6.	TELCO	Telecommunication operators such as Celcom Malaysia, Orange UK
7.	MCMC	Malaysian Communications and Multimedia Commission
8.	IT	Information technology
9.	IVR	Interactive Voice Response System
10.	OPCO	Operating Company
11.	BTRC	Bangladesh Telecom Regulatory Commission
12.	VAT	Value Added Tax
13.	FY	Fiscal Year
14.	CAPEX	Capital Expenditure
15.	TV	Television
16.	IPR	Intellectual Property Rights
17.	AI	Artificial Intelligence
18.	M.A.D	Modern Agile Digital
19.	DTI	Defect Type Indication
20.	UI	User interface
21.	AI	Artificial Intelligence
22.	CBOS	Continuous Bitstream Oriented
23.	POC	Proof of Concept
24.	BOT	Robot

25.	BAC	Board Audit Committee
26.	ERM	Enterprise Risk Management
27.	RM	Ringgit Malaysia
28.	LTD	Long Term Debt
29.	CAPM	Capital Asset Pricing Model
30.	EVA	Economic Value Added
31.	HR	Human Resource
32.	BP	Business Plan
33.	EBIT	Earnings Before Interest and TAX
34.	EBIDTA	Earnings Before Interest, TAX and Amortization
35.	FMC	Fixed Monthly Cost
36.	ADL	Axiata Digital Lab
37.	ADA	Axiata Digital Agency
38.	CEO	Chief Executive Officer
39.	API	Access Point Interface
40.	IOT	Internet of Things
41.	OPEX	Operating Expenditures
42.	M & A	Merger and Acquisitions
43.	SMART	Specific Measurable Accurate Reasonable Timebound
44.	KPI	Key Performance Indicators
45.	PATAMI	Profit After Tax and Minority Interest
46.	PAT	Profit After Tax
47.	BDT	Bangladeshi Taka (currency)
48.	YoY	Year on Year
49.	TOWERCO	Tower corporations
50.	CSR	Corporate Social Responsibility

51.	P/E Ratio	Profit after Equity Ratio
52.	NEWCO	New Corporations
53.	EWG	Enterprise Work Group
54.	PIP	Product innovative partnerships
55.	CoE	Centre of Excellence
56.	AAC	Analytics as a service
57.	GTM	Go To Market
58.	NETCO	Network Operations
59.	FTTx	Fiber to the x
60.	JV	Joint Ventures
61.	ARPU	Average Revenue Per User
62.	VAS	Value Added Service
63.	P & L	Profit and Loss
64.	FWA	Fixed Wireless Access
65.	HTS	High Through put Satellite
66.	API	Application Programming Interface
67.	SOC	Service Operation Centre
68.	NOC	Network Operation Centre
69.	MNO	Mobile Network Operator
70.	SSM	Soft System Methodology
71.	PMS	Performance Management System
72.	HRIS	Human Resource Information System
73.	SVA	Shareholder Value Added
74.	BMC	Business Model Canvas
75.	BCM	Business Continuity Management
76.	CATWOE	Customer Actor Transformation World View Owner and Environment

77.	SBU	Strategic Business Units
78.	MIS	Management Information System
79.	IS	Information System
80.	CBT	Cross Boundary Training
81.	IRR	Internal Rate of returns
82.	CFO	Chief Financial Officer
83.	CHRO	Chief Human Resources Officer
84.	CCO	Chief Commercial Officer
85.	CIO	Chief Information Officer
86.	CTO	Chief Technology Officer
87.	EPMO	Enterprise Project Management Office
88.	S.O.W	Scope of Work
89.	RACI	Responsible Accountable Consulted and Informed
90.	SWOT	Strength Weakness Opportunity Threat
91.	CRM	Customer Relationship Management
92.	IBT	Innovation Brain Trust
93.	BAU	Business As Usual
94.	KIV	Keep in View
95.	R&D	Research and Development
96.	CXO	Chief Executives officers
97.	TQM	Total Quality Management
98.	SPSS	Statistical Package for the Social Science
99.	RAPPORT	a close and harmonious relationship in which the people or groups concerned understand each other's feelings or ideas and communicate well
100.	SOP	Standard Operating Protocol
101.	HR	Human resource
101.	CCRO	Chief Corporate and Regulatory Officer