Service Procedure of TGTDCL, is it Compatible with the Modern world?-A case study of TGTDCL

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Abstract

Titas Gas Transmission and Distribution Company Limited (TGTDCL) is a public Limited Company (government share 75%) responsible for distributing natural gas to customers at the household, commercial and industrial level. In order to deliver it services more efficiently, the company needs to address a number of customer services issues such as service processes, customer experiences, communication processes and gas marketing Rules. Titas Gas personnel use traditional procedure to deliver services to their customer. As a consequence, Customer needs to run to get services. TGTDCL still may be considered as a low level service provider. The understanding of the innovative service process, and its economic implications, these studies do some key questions what needs to be changed? Are some processes and models no longer applicable for TGTDCL? Does TGTDCL need to develop new explanations and model regarding its services? This paper has reviewed available literature regarding current service procedure and compared with traditional model of Titas gas. It outlines strategies for improving management procedure. Finally, this paper introduces a case study that shows how customer of TGTDCL can get efficient and innovative services and thereby make the customer service of TGTDCL more efficient.

Key Words: Service innovation, Employee Motivation, Strategic Management, Customer service.

1 Introduction and Theory background

Traditionally services are described as elements which cannot be touched, intangible and cannot be viewed as object. A service is viewed as an activity or process and no transfer of ownership takes place. Besides, the demand of service has increased due to globalization, advancement of the IT application, knowledge Production, community Building and Networking (As Hanneke. Vos 2010). The important things are Knowledge on people, management and strategy, and technological domain need to be combined and integrated to design a proper solution to the customer (Candi M 2007). There are at least two complicating factors of services such as multidisciplinary and high degree of heterogeneity. Bartos (2002) sets out a definition of innovation appropriate to the public sector: Innovation is a change in policy or management practice that would lead to a lasting improvement in level of service or quantity or quality of output by an organization. In addition, Innovation processes in the public sector may vary between different countries due to institutional variations (Gallouj & Zanfei, 2013). Besides, the results of a recent literature review by De Vries et al. (2016) suggest that most existing studies of public sector innovation have been conducted in liberal market economies such as the USA and the UK, implying that more research from other countries is needed. Research has not yet been focused much in public service innovation (a few examples include Windrum and Koch 2008, Hartley 2005, Soren and Torfing 2009, Gallouj et. Al. 2013, Borins 2001, Fuglsang et. al. 2014).The most of service innovation research has used private profitable firms as their empirical setting (A.S. Tor Helge et.al. 2016). Literature discussing innovation in the public sector is increasing; the amount of research literature innovation in the public sector is still limited. Specifically, there is almost not any research literature regarding service systems of national Oil & Gas sector of the least developed country like Bangladesh. According to Finland research agency, TEKES (Tekes), "Service innovation is a new or significantly improved service concept that is taken into practice. It can be for example a new customer interaction channel, a distribution system or a technological concept or a combination of them. A service innovation always includes replicable elements that can be identified and systematically reproduced in other cases or environments. The replicable element can be the service outcome or the service process as such or a part of them".

Management of a company can ask questions regarding the development of its services, How are idea generated and translated in to opportunities and how do they contribute to the overall strategy and create value of the Company? Here, Cooperation between client and service providers takes an essential role and influence. Service innovation can be viewed as an internal interaction processes i.e. a collective process in which both employees and managers participate on informal and formal levels interaction with potential customers achieving final goal to create high quality customer value (Delmar, F. and Shane, S. 2004). Managers of a company should analyze the abilities and disabilities from the perspective of strategic management. Hindle K. says, Innovation is the combination of an inventive process and entrepreneurial process to create new economic value of defined stakeholders. Without some new knowledge possessed of some latent potential to be turned into economic value, there can be no innovation (Hindle K.2009).

In order to introduce service innovation, Company needs to adapt some changes. According to Van de Ven (Ven De Ven et. el. 2005), Change processes have been described as "elusive concepts" that are notoriously hard to measure. In addition, the management of change is abundant with difficulties, as most organizations have built in sources of inertia and resistance to change (Flikkema M. 2008, Delmar F.2004). Therefore, the change is not only a process that happens to a firm in an emergent fashion, but also something a firm and its multiple actors engage in and enact deliberately (Siblin Raymond et.al.1978). On the other hand, practice based approach say that really understand what goes on strategic processes, or any organizational processes to that affect, we have to leave the processes level and drill down in to the activity level of the organization and practices inside the process to explore what is that organizational actors and change participants actually do (St. Robbins 2005, Voss 2010, Inger Stensaker & Ann Langley 2010). This paper has discussed NOGC (National oil gas Company) service innovation. The public sector productivity usually equated three interrelated drivers such as reduction in cost base, public sector modernization and service delivery improvement. Sometimes, Changes/Restructuring often fails because of the focus on moving boxes and shifting reporting lines rather than addressing root causes and instead focuses on better decision making or work processes (Heinz Weihrich 2003, Raghu Garoud et. al. 2001). Cost & benefit calculations organizations use in determining which problems are likely to benefit from the manipulation of organizational structures and which are no. Organization theory helps to explain what happened in the past, as well as what may happen in the future, so that one can manage organizations more effectively. The other elements of organizational service design research may need to consider (1) The People in the organization how do their work, empowerment to innovate, rewards and punishment, loss or creation of Jobs, how it affects their lives, the effects of Career, Prestige of their work and environment (2) People outside the organization: Clients, ethnic and other communities (3) Function: resources, politics, location, organizational age and size, organizational mortality and (4) Structural: Strategy, Size, Technology, Environment, Span of management, working line and processes, Organization level (Den Hertog 2010).

In order to develop effective services of an organization, one should consider employee innovative work behaviour (IWB). Researchers identified Several factors as stimulators of -or barriers towards - individual innovative behavior including organization culture and climate, the interaction between subordinates and supervisors, job characteristics, social group context, individual differences and intermediate psychological processes that explain how different individual and contextual antecedents affect innovative behavior (Scott & Bruce 1994, Janssen & Van Yperen 2004, Munton & West 1995, Bunce & West, 1995,Yuan & Woodman, 2010). One of those barriers in general of public firms is lack of competitive pressures compare to private firms (Verhoest et al., 2007). In addition, Researchers found that restraining effects on service innovation of government sectors are associated with rejection of innovative projects by political actors, the content of rules and regulations, a conservative attitude of the direct supervisor, a lack of communication of supervisory expectations, a complex organizational structure, a perceived lack of appreciation, low provision of job-related knowledge and skills, and goal ambiguity (Koen 2015). One side, rewards for successful innovations in the public sector are relatively low, the lack of share ownership opportunities, the generally fixed nature of salaries with minimum bonuses for all employees compare to the private sector (Borins, 2001). Besides, consequences are costly, unsuccessful innovations can be severe in the public company; with the media and oppositions always being willing to expose public sector failures and publicly humiliate public servants (Borins, 2001). The perceived inertia of government bureaucracies and their lack of innovative behavior as to the adoption of managerial techniques and the development of processes restricts centralized, hierarchical organized systems to adapt the fast-changing environment and to deliver services efficiently and effectively (Walsh 1995). Firstly, problem within the public sector is generally high due to the high usage of regulations and prescriptions and the high provision of trainings and manuals towards public employees in order to minimize corruption and to make

sure that they act according to official policy. Secondly, the facts that tasks are generally specified to a large extend within public firms, making every public employee and every section responsible for one little job aspect of the total process and whenever exceptions arises, tasks are generally transferred to the colleague responsible for that specific tasks, show that task changeability may generally be low within public organizations. Another thing, Public firms have adopted routine-technologies, resulting in organizational structures with high degrees of formalization and low degrees of flexibility (Rainey & Bozeman, 2001; Rainey, 2009). Thus, the contingencies with regard to strategy and technology, most public firm's managers and policy-makers to adopt organizational structures which are, in general, unfavorable towards service innovation (Rainey & Bozeman, 2001; Rainey, 2009; Fernandez & Moldogaziev, 2012). Now a days, public organizations are under increasing pressure to improve their service quality and safety while at the same time to optimize their efficiency levels (Veld et al., 2010; Decramer et al., 2013; Knies et al., 2015).The importance of developing and implementing more efficient technologies and work processes is likely to become essential for the future performance and survival of public organizations. New public management (NPM) emerged in the 1980s (Hood1991), reaction was the perceived lack of result and customer focus to the public organization. NPM gives solutions by enlarging managerial autonomy, internal pressure control by government, external pressure by competitor that ultimately result of more dynamics, more customer oriented, more innovative. However, NPD does not say alternative when no competitor exists in government owned company. Institutional theory shows how organization behaviors are response not solely to market pressures but also to institutional pressures (Pressures from regulating agencies such as state and the professions, social expectation, leading organizations), (Greenwood & Hinings, 1996). Successful service firms must place greater emphasis on the selection, development and management of employees who work directly with the customer (Atuahene-Gima, 1996). Certain indicators of innovative behaviour depend on the extent to which the organization is able to create an environment that supports the employee's ability to initiate positive change in the work on the basis of intrinsic motivation (Klotchko, Galazhinsky, 2009). Employee has some special innovation and motivational characteristics such as independence and internal motivation, initiative, high sense of duty, performing his work in spite of the obstacles, the desire to really test skills in solving problems, belief that a well done job will be well - paid, the desire to do the job better than it had been expected (Lukianova, Alekseeva, 2011). The organization needs to identify these types of employees to introduce service innovation.

The performance of a state owned limited company's administration has correlation with corruption, red tape, quality of Judiciary and size of Shadow economy (Flikkema M. 2008). The one important issue of a public limited company considers as generating profits verses customer services of that company. Most of the shareholders concentrate profit, lower prices, and better quality. Government Company has monopoly business instead of competion that prevents prompt action due to abide by laws, regulator and policies. Authority of government company are asymmetric not clearly balanced, management sometimes are ill formed, fuzzy and soft, politically motivated not considered management issues. Senior political leadership and CBA Leader turn over frequently and multiple think tanks and whistle blower are concern that execution might delay (Tom Christensen et.al.2007).This paper has studied regarding Services procedure and introducing innovative services of Bangladeshi national oil gas Company. Researchers show that public servants are not driven by altruism alone. Altruism combines with more self–interested motivations affects human behaviour in different ways. Thresholds, levels and doses matter – people are altruistic only up to a point and they then require other rewards (like recognition, autonomy or a good work–life balance) to sustain altruism (Jo Casebourne 2014). Globalization and the constant innovation of technology result in a constantly evolving business environment. Therefore, the ability to manage and adapt to organizational change is an essential ability required in the workplace today. Now question is after implementing new services in to a government company, does it consider executable and efficient? The efficiency of a public sector could be compared with that obtained in the private sector only when objective in identical, even it isn't fully comparable because of public sector develops complex project taken in to consideration not only economic value but also social benefits and problems (Denij J et.al. 2007,Poraj J.I. 1987, Diana Marieta et.al. 2010). Sources of service innovation may be considered in the development of new and more efficient administrative mechanisms such as new systems for strategic planning and control, new systems for training, development or promoting managers and new departments or managerial positions for improving intra organizational coordination (Pasi Syrja et.al. 2012).

CASE STUDY – Titas Gas Transmission and Distribution Company Limited (TGTDCL)

2 TGTDCL Services

2.1 Gas Connection Service Procedure at TGTDCL

The ultimate goal of a service firm is to make the organization customer centric with the business perfectly aligned to the customer needs and the ability to run the service profitably (Faij Gallous 2009). Is this true in case of TGTDCL? TGTDCL is a Government owned Company, Government circular and orders, statutory instruments, guidance and advice needs to follow when one suppose any change. Company established in 1964 and it is the oldest government company in Bangladesh. It runs according to Gas Marketing Rules-2014 and Gas Act-2010. If any citizen in Bangladesh /foreigner wants to get gas connection needs to follow the following procedure.

(1) Apply for gas connection to concern office with formal mandatory documents National ID card or ID card, Application fee, Trade license, attested Photograph (03 Copy), Property License/Dalil, Contract with of Land owner if borrower or Memoranda of Article as a Company, appointment letter of enlisted Contractor, 03 copy proposed sketch/diagram of internal Gas line.
(2) Company man will visit the customer premises to test the feasibility of gas connection within five working days after getting complete application. If not possible to give gas connection to customers, Titas will inform customers by letter within 07 days after inspection with reason.
(3) Zone office/section will give demand note to the customers and company authority approved design of gas connection within five days after submitting the fee of demand note.
(4) The appointed contractor will install internal gas distribution line of customers according to the approved design by Titas Gas authority. The contractor will submit the pressure test schedule of installed internal gas line and
(5) Company concerned officer will test the pressure of the internal gas pipe lines.
(6) The Contractor/customers will take road cutting permission from concerned (City Corporation/ Roads and high Way/ LGED/Chairman of Union Parishod) authority and submit it to the concerned zonal office of Titas gas.
(7) The customers will sign "Gas Sales Contract" with Titas gas office within 02 days from date of road cutting permission. After completing gas sales contract, sales office will send customers file to engineering services section (ESS) to install gas service line.
(8) Service line should install within fifteen days from the date of Gas Sales Contract.
(9) ESS/operation control department (OCD, for bulk customers) will fabricate regulating and metering station (RMS) and gas commission will perform within the three days after service line installation. ESS personnel will give gas commissioning card and Gas Bill Book to the customers during commissioning time.
(10) ESS will send letter (Shuttle form A&B) to the company's Computer Department for regular Billing if the Customers connection are commercial and industrial. Otherwise ESS will inform to revenue office if the customers are non metered, flat rated billing systems.
(11) ESS will return customers documents /file to sales office for storage and future purposes if needed.

How much Time will need to get gas connection if everything is in order, one can calculate. Is this procedure applicable in the modern world? This study does not only concern taking time for gas connection but also TGTDCL gives services after gas connection to the clients. During the gas service procedure to the customers, some important documents need to collect from other government organizations which can delay the execution time. Therefore, interlinking and officers, employees who work other government organization is important to execute effective customer services.

2.2 After Gas connection services at TGTDCL

Every customers either residential (res.) or Industrial and commercial (I&C) come for getting services normally their billing systems (Bill correction), Bill book collection, gas servicing problems such as leakage, repairing RMS (Riser or Regulating and Metering Station, Change security seal by meter &Vigilance, M&V), Gas pressure/load correction, remove water or other dust/foreign material/residue from their service line, Gas line disconnection (Killing or Temporary disconnection) and gas line reconnection, for changing customer status or load

(meter/regulator Change either for disorder meter/regulator or load changes or rearrange appliances), or declaring the change of gas owner name of the customer's gas connection etc. Customers do not know where to go or what needs to do or they are not aware about their problems. As a consequence, they run for getting services. TGTDCL do business monopoly as his nature, it has inbuilt inertia among the employees from the very beginning of his inauguration. Therefore, it is difficult to introduce new effective service systems without customers /stakeholders/government authority support. Most of the customers of TGTDCL do not get service within time. TGTDCL Customer's Service is done in the Dhaka City by different departments are following Fig-1:

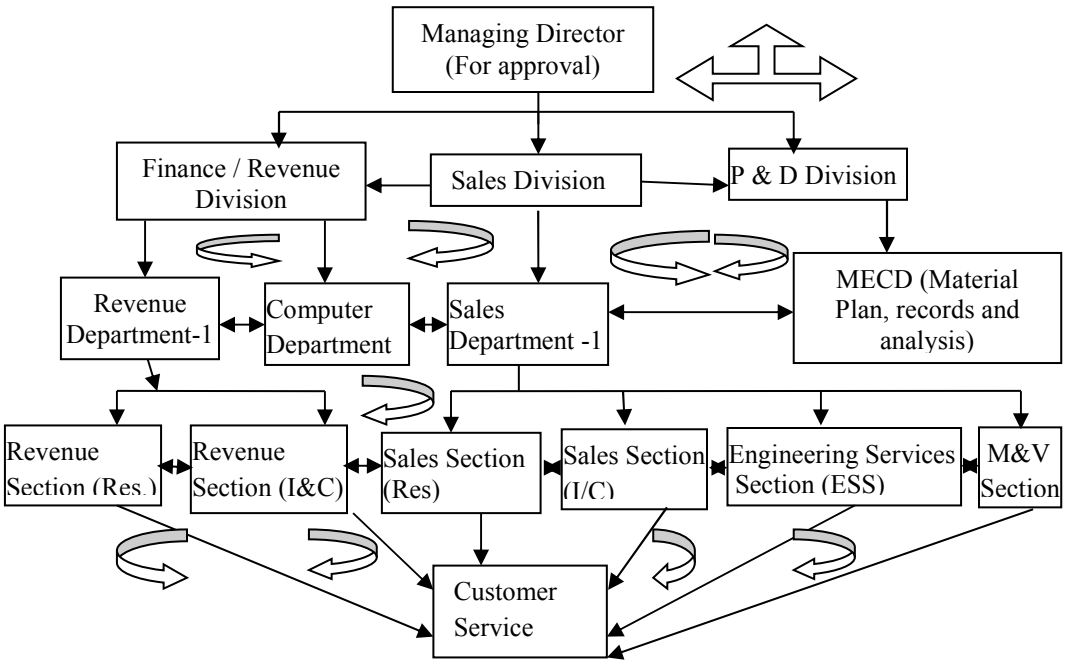

Fig-1: Departmental relations regarding Customer Services, TGTDCL (For Dhaka City)

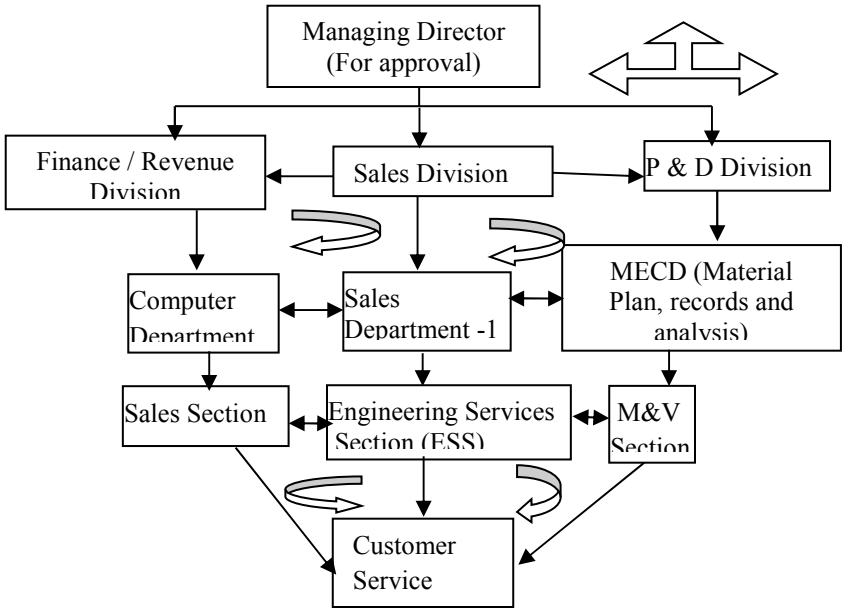

Fig-2: Departmental relations regarding Customer Services, TGTDCL (outside Dhaka City)

Human Resources and Management Department arranges training of TGTDCL employee every year. However, this training is not enough to adapt changes of Titas gas employees. Titas gas customer's services depend on enlisted contractor role and their efficiencies also. What major complexity to engage contractor needs to indentify before introducing an efficient customer service systems at Titas Gas. Contractor roles and selection will be kept out from this research for further study. Revenue, sales, ESS, M & V manager's relation and responsibility are vital factors to execute the effective customer's Services after gas connection. The revenue managers (Dhaka City) look at the customer's bill correction (address, burner, ledger posting) and collection, deliver bill book, gas line disconnection for gas bill due and effective execution of customer's status changes.

Sales managers (including Dhaka and outside of Dhaka) look at the customers gas connection procedure and inspection, processes of load fixation and changes according to appliances of customer premises, communicate customers if needed, declaration ownership of the customers, store original customers file/documents. Engineering Services Section (ESS) Managers (both inside and outside of Dhaka City) start works after finishing processes from both manager's of revenue and sales section. ESS managers can play vital role to execute effective customer services. ESS managers work with Meter and Vigilance (M&V) managers. ESS managers perform the activities such as gas leakage, repair, RMS (Riser or Regulating and Metering Station, Change security seal by meter &Vigilance, M&V), remove water or other residue from their service line, gas line disconnection (Killing or Temporary disconnection) and reconnection, Change disorder meter/regulator or appliances for executing of gas connection etc. M&V managers are responsible to look at the meter reading every month of different customers, prepare bill, inspection customer premises for restricting pilferages and install security seals if needed. Every managers need to follow gas marketing rules 2014, gas act 2010 and government statutory rules & regulations. The significant differences customer's services between Dhaka Metro city and outside of Dhaka city are sales managers play dual roles as sales and revenue manager. The relation is given in regional areas by the figure-2:

3 Problems background of customer services at TGTDCL

Titas gas deals with complex gas distribution services, it has active valve and metering station involves meeting stringent safety regulations and follow other government requirements related to existing and new gas distribution networks. TGTDCL also needs integration with decision supports systems, business functions such as design, engineering, gas line construction and networks analysis etc. Besides, TGTDCL distributes natural gas about 2.03 million customers for industrial, residential and commercial purposes 24 hours/day. Therefore, continuous maintenance and customers services are mandatory to be as an international standard company. Material engineering and control department (MECD) purchases material/equipments from user department's demand every year. Mechanical engineering services department (MESD) delivers mechanical services to the Customers. Without proper material planning by MECD delivering effective customer services by user's departments are almost quite impossible (Shamsuzzoha Md 2016). This research study concentrates to deal with customer services of TGTDCL. Titas gas has provided integrated computer systems to generate effective reporting of customer services recently. This software has initial impact regarding reporting purposes but not for enough whole Titas works procedures and services. Titas officers work under the rules gas marketing rules 2014 and gas act 2010. The gas rules and act can delay the customer service procedure of Titas gas. The analysis of marketing rules 2014 has been kept outside in this study and it has been kept into further research studies. Most of the officers can't do work due to traditional systems, employee obstruction. Even, internal communication among employees is very difficult and they apply traditional filing systems. For example, ESS wants to change disorder meter/regulator of a customer; ESS has to depend on MECD, Store and MESD departmental clearance that takes more time to serve the customers. However, some officers who have clear image can give customer service up to the certain limit. The main barrier to introduce effective customer services are poor departmental relationship, over staffing and work overlapping some department, uniform salary, poor leadership and autonomous body, financial dependency, rare punishment for job negligence or even corruption, complex relationship of filing procedure, professional and promotional discrepancies, poor selection procedure and political motivation instead of capability and merit, bureaucrats behaviour and hindering, select working level people by political guidance instead of merit, legitimacy and prestige. Especially, Service innovation barrier at TGTDCL are Nepotism, old employees / line staff (Physical problems) those who

recruited around 1985, unproductive posting order, political backing (by CBA leaders/dishonest officers) for inefficient people posting order or work responsibility. In addition, Some Employees don't follow stream line procedure and responsibility, they have tendency to avoid responsibility. Besides, the active employee's takes more responsibility which creates uneven workforce makes employee's unsatisfied. Moreover, third party and stakeholder (enlisted Titas contractor, local political leaders, police administration and local government like City Corporation) relations with Titas gas have significant impact regarding customer's services. Titas does not recruit trade/technician/ low level employee for a longtime. It has created vacuum of low level employee's responsibility. In addition, Financial and administrative decentralization can play vital role for customer services. For instance, any clients who need reconnection of his/her gas line suddenly; Titas officials need logistic as well as financial support. Company's traditional rules and norms hinder to get financial support. For instance, if anyone needs road cutting permission order, Titas Gas depends on City Corporation/Police Permission which can delay customer services. Here, Cooperation, self esteem/respect and responsibility are important among government organization's relation. Government Officers normally think his/her power instead of responsibility in our culture, which is a major barrier. Here, political leadership plays a vital role to change our blurred culture. In addition, Officers/Employees can ask questions to himself/herself who is paying his/her salary to give services to the clients. HRM department needs to enhance by recruiting from line manager who have full skill regarding TGTDCL systems and ample professional experience. Authority will engage employee based on merit, seniority and efficiency instead of political or bad motivation. Democratic tendency of authority is mandatory in that case. Department of Public relations of TGTDCL needs to strengthen and recruit efficient managers who have experience and good understanding about customer services of Titas Gas. Most of the customers do not know service procedure of Titas gas, so, customer's relation department of TGTDCL has major responsibility to solve these problems.

4 Proposed customers service model with existing organizational structure

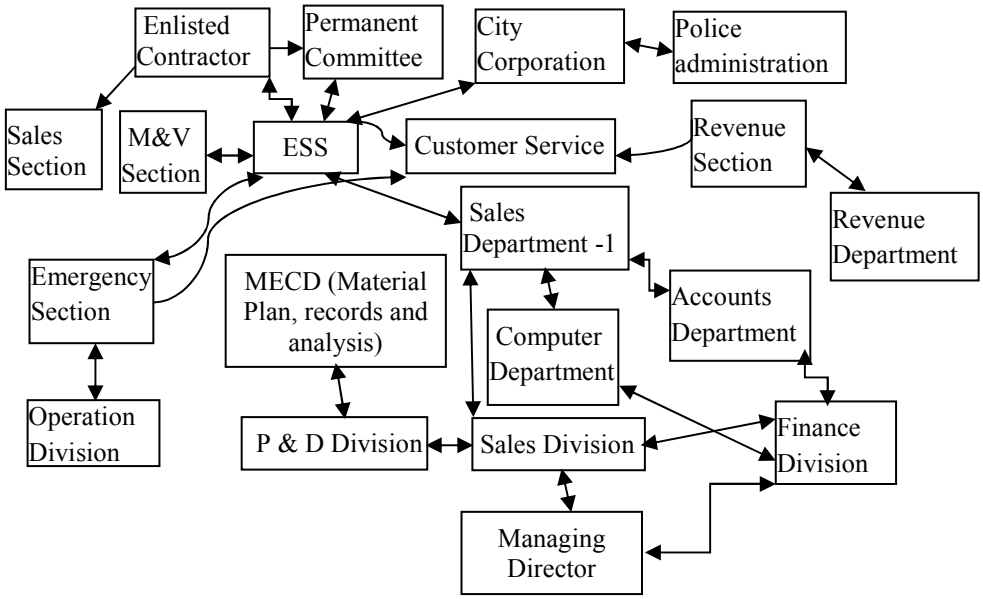

Fig-3: Proposed work procedure regarding Customer Services, TGTDCL

This study has convinced that linear processing of customer service could reduce time to get expected services of a client from a government company like TGTDCL. Responsible employee can enhance this proposed model. Engineering services section manager, sales mangers and revenue managers are responsible to execute this model. Some of the service like Leakage repair, welding, change of material/regulator/meter needs money and logistic

support suddenly, Finance division can give support and financial independency regarding spending money without delay abide by the rules and regulations. Accounts Personnel need to change their traditional procedure, instead need to think judiciously what the works behind. Here, ESS will spend money and execute job and admit people by a permanent committee up to a certain limit. In that case, Accounts department will not ask irrelevant questions that delay the action of the customer services. Permanent committee members must be arranged under the same office of different sections (PPR 2008) such that instant decision can be taken to serve the clients demand. Strong management commitment will need that Decision would move smoothly without officers /employee's behind the leg of the files. Emergency section (gas leakage and fire) will correlate with engineering services section to execute client's services. Third party like city Corporation, local political leaders and police administration are relevant counterpart to execute Titas Gas services properly. Here, interlinking and cooperation among officers with self esteem/honors are preconditions to implement the proposed Titas services model look at the following figure-3.

5 Discussion problems finding and different solutions at TGTDCL

Clients do not know everything of Titas gas services. Titas management must aware to declare whole procedure of working level to his honorable customers/clients where to go and who are responsible for which works in front of the office premises. Department of customers relation will take responsibility to publish it in to the daily newspaper/TV scrolling regularly. Computer department of Titas needs to update officers and employees and his/her responsibility in details in to the Titas Gas website. TGTDCL runs a monopoly business at gas distribution sector due to government in nature. However, they should not forget regarding efficiency equivalent to international gas company and general public services. Titas authority should address proper job staffing, guidelines, and training. TGTDCL administration and HRM department does not act independently and proactively, they do not have sufficient experience regarding customer services. Two department's employees have lack of motivation regarding employees and clients services. They do not know the whole service systems of Titas gas due to lack of motivation; here selection from line manager may be a solution to be effective of these departments. It is a government policy to overlap role with three sections like revenue, engineering and sales section. Therefore, Communication and coordination are vital such that execution does not take much time. Titas needs to enable the international standard, streamlined services across the enterprise. Mechanical Engineering Services Department (MESD) changes equipments/materials when needed instead of preventive maintenance technique. Here, employee can do maintenance works of disorder meter, regulator and others equipment introducing some incentive policy to the employees of his/her repairing works. It will save foreign exchange/money, motivated employee, as well as help to make effective customer's services.

Find the way to engage service innovation with Employee of Government Company who have tendency to avoid responsibility. In that case investigate the way to motivate and promote persons who have ability, merit, neutral, and devoted him/herself for customer's services. Man/woman wants to bias themselves to take opportunity instead of responsibility. Therefore, as a government company TGTDCL needs to search who are devoted to customer services without bindings or who have self motivation. Therefore, Research will need how to reduce gap service innovation processes of NOGC (National Oil and Gas Company) especially find out self motivated person to promote responsible and financial position. How administrative innovation facilitates the service systems of government oil gas sectors like TGTDCL need to further qualitative research study. Employee is a heart centre for introducing effective customer services of NOGC, Most of the cases; employee chooses to work at NOGC due to job security, prestige, and opportunity to serve citizen. Few of them choose this job for corruption and power. This study does not find available literatures how to enhance devoted person who wants to serve customer at NOGC. The service innovation can be introduced at TGTDCL by following procedures: Commit to innovation and build the team, focus on customer, say yes first, Generate idea, and collect feed back to your Idea. By Providing Fund, Identify the barrier, Train the employee and make standard process to fight against the barrier, Collaborate each other and rotate employees to spread the ideas after training. The organization should include better and faster customer service for his development; know globalization of the oil and gas business; inner company competition; and the availability of information technology to facilitate information exchange with Parents Company. Company's integration and cohesiveness will reduce costs if it leads to a more efficient system. Here, strong political and regulatory body's commitment and selection of management people have vital role to execute dynamic customer services. Vertical integration of Parents Company can reduce cost and better customer service. It will need vast data and in depth interview about the organization design and service processes of TGTDCL, this research has been kept out further

study. TGTDCL communicates to Parents Company normally when problem (Material/equipment shortages) arises. However, it is not effective. TGTDCL should develop dynamic communication systems with sister concern Company like PGCL, BGDCL, KGDCL, JGDCL, SGCL and BAPEX for better customer services.

6 Conclusions and Further Study

Smooth cooperation is vital for the revenue, sales and Material Engineering and Control Department for executing effective customer services. Third Party/stakeholders relations (enlisted contractor, Local political leaders, City Corporations and police administration) and coordination regarding Titas gas services is very poor. Political leader's commitment and police-city corporation smooth communication with TGTDCL, and accountability can play a vital role in improving management and customer service procedure of TGTDCL. Change of management and financial procedure regarding service systems at TGTDCL needs to emphasize. This study shows that TGTDCL should reduce the bureaucratic barrier, delegate financial empowerment and improve professional conduct within the departmental jurisdiction. Integrated computer systems of TGTDCL need to enhance to execute efficient customer services. This study shows that TGTDCL has lack of motivated people due importance of customer services relevant to the staff selection and transfer right places of work force. This paper demonstrates that administrative innovation to develop service systems is not given due importance at the TGTDCL. The reasons for not emphasizing service innovation with structural and service process need further study.

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