

Reinventing the workplace –Strategic to Employee Career Development in Indian Telecom Industry- A Research



Gajanethi Swathi Kumari

ABSTRACT---Indian telecom industry is the world's fastest growing industry with the constant changing technology. The intensive competition of this industry has led community to signify the importance of HR. Today, organizations are searching for most proficient HR in order to recruit and retain them for the growth and development of their organization. In the present study, an effort has been made to examine the Human Resource practices in both the public and private sectors of Indian telecom Industry and also aimed to analyze the impact of HR practices and satisfaction level on employee career development. An interview schedule has been administered on a sample of 89 employees of BSNL and Airtel in Hyderabad. The study was analyzed by using statistical techniques namely chi-square, multiple regression analysis and Garrette ranking method. The findings of the study revealed that, BSNL employees are older; less qualified have more work experience and technical skills while compared to Airtel. The personnel of Airtel were younger, highly qualified with less work experience and focused both on HR and technical skills. The employees of both the organizations were highly satisfied on career development.

Keywords - employee career development, HR practices, Indian telecom industry and technical skills.

I. INTRODUCTION

Media transmission has move as a key driver of budgetary and social improvement in compellingly information concentrated world condition, inside which India needs to see an imperative position. National Telecommunication Policy-2018 is proposed to ensure that India see this improvement, sensibly and changes the budgetary situation through vivified sensible and careful money related progress by laying unprecedented clear quality on giving moderate and quality media transmission relationship in nation and remote zones.

It is felt that a vivacious improvement in the telecom district requires to be kept up by a redesign pace of human capital system and clarification for constraint working with the scene to globalization and creative progression.

The cash related conditions have seen changes near rising necessities for the laborers, and changes in the board structures, obliged for better approach for hypothesis on Human resource Management.

The human resource see a central improvement in relationship for its improvement and succeeding. In the present improvement based economy, the working of business has changed with over the top effects, getting ready for people to lace inside time of the coalition. Work is in this manner, seen as the most head data world class improvement. It is time that Human Resource practices, may get high need inside the structure for putting our economy on a high improvement

path.(Manju Malik:2013).

As stated by Rogers (2001) "HRM is a integrated thought process, incorporating intrinsically social, cultural, and spiritual dimensions to build capacity and empower people". This thought underlines the head for each relationship to unendingly build up its ruler's abilities in an isolated through manner and to bring into sharp center the mass of occupations. The improvement of human asset passes on a potential for the future progress of the affiliation. Such an improvement, everything considered, relies on the point of view of the association and the boss towards the framework and practices of human asset progress (HRD).

Human asset see a crucial action in the bleeding edge budgetary improvement of any nation and their movement in the veritable setting is finished by concentrated key headway plan: (a) get potential capacities to perform fluctuating cutoff centers related with their present or foreseen future occupations; and (b) build up a remarkable culture wherein official/subordinate affiliations, sponsorship and joint effort among sub-units are solid and add to the ace succeeding, inspiration and pride of managers (Rao and Abraham:1986).

From this time forward, it is focal that a firm gets HRM rehearses that usage its rulers. The effect of HRM on different leveled execution has discovered a positive relationship between 'top level work practices' (Huselid, 1995) and gathered degree of veritable execution. The effect of HRM rehearses on bona fide execution has move as the stunning examination issue in the individual/HRM. Different agents have raised that HRM rehearses impact on the results, for example, delegate fulfillment, virtuoso commitment, master upkeep, head closeness, delegate business improvement. Two or three affiliations are going toward the issue of holding workers. It is over the top to swap workers who leave for greener fields or are pushed away by different affiliations. Chairman beating can demoralizingly impact an association, and it might impact the general furthest extents of the affiliation.

Revised Manuscript Received on December 30, 2019.

* Correspondence Author

Dr. GajanethiSwathiKumari, CVR College of Engineering , Hyderabad
revathilavanyabaggam@gmail.com

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](https://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

Reinventing the workplace –Strategic to Employee Career Development in Indian Telecom Industry- A Research

Regardless, various affiliations have reacted to this issue by watching Career Development Programs in the work environment. These exercises gain picks how to ground toward the their own one of a kind stand-restricted explicit leveled centers without trouble of interest.

This sees holding pending specialists in the organization (Robert C. Merchant, Jr.).

In today's competitive environment, it is crucial that all organizations create a work culture which stimulates growth and development. Implementing Career Development Program within the work can enhance loyalty among workers, which ends up in higher levels of job satisfaction, lower turnover rate, and fewer grievances'. The success and survival of concern depends on the qualities, talents and skills of its workforce. These successively rely upon career development programs provided by organization and to make them for future positions within the organization. Hence, the researcher initiated to study on HR practices in the fastest growing business entity like telecom sector in India.

II. METHOD

Objectives

- To identify relative importance of Human Resource Practices in telecom Industry and to compare the HR practices of BSNL and Airtel telecom sector companies.
- To analyze the impact of Human Resource practices and satisfaction of employees on employee career development, of selected companies.

Sample : The present empirical study aims to assess and compare the HR Practices as perceived by middle and senior managerial level employees in Public and Private sector companies of the Telecom sector in India. Stratified random sampling method was used in selecting Sample, which

comprises of 89 employees, out of which 42 employees from BSNL and 49 Airtel companies.

Tools used: Primary data was collected through a structured interview schedule comprising of three themes namely Training and Development, Performance Appraisal and Career Planning and Development, in addition to this ten factors of HR practices namely human resource planning, recruitment and selection, training and development, performance management system, compensation system, rewards and recognition, promotion policy, career development, succession planning and retention strategies have been selected for identifying satisfaction level of employees in the order of preference. Secondary data i.e., information about BSNL and Airtel has been collected from published organizational annual reports.

Procedure: For collecting data, the researcher visited BSNL and Airtel offices in Hyderabad and Secunderabad. The investigator met each member personally, took their consent and administered interview schedule to middle and senior managerial level employees. Though the sample size is 100 only 89 interview schedules were successfully administered. The responses to the interview schedules were tabulated and treated with statistical techniques such as chi-square, multiple regression analysis and Garette ranking method.

Results and Discussion: The results of the primary data analyzed by using statistical techniques such as: 1.Chi-Square-to find the relationship between categorical variables (BSNL and Airtel).2.Multiple Regression Analysis - to find the responses from multiple variables.(the questions of 1.2,1.3,1.4,2.1 and 2.2 analyzed with multiple regression analysis by using multiple responses in each question) 3. Garrett Ranking Method –to rank the variables

Table-1 Demographics

		BSNL(42)		AIRTEL(47)	
		Frequency	Percentage	Frequency	Percentage
Managerial Level	Senior level	35	83	18	38
	Middle level	7	17	29	62
Experience (present company)	2-4 Years	0	0	28	60
	4-6 Years	0	0	9	19
	6-8Years	0	0	5	11
	8-10 Years	1	2	2	4
	Above 10 yrs	41	98	3	6
Qualification	SSC	19	45	0	0
	Intermediate	6	14	0	0
	Diploma	4	9	1	2
	Graduate	6	14	33	70
	Post Graduation	7	17	13	28

Gender	Male	41	98	45	96
	Female	1	2	2	4
Age	20-30	0	0	36	77
	31-40	2	5	7	15
	41-50	18	43	2	4
	51 and above	22	52	2	4
Marital status	Married	40	95	12	25
	Unmarried	2	5	35	75

It is observed that, the experience of employees belonging to BSNL is more than Airtel. The investigator wishes to point out that the birth of BSNL is way back in 2000, 3 years older compared to Airtel which took birth in 2003. The employees joined in BSNL of both middle and higher

level having an experience of more than ten years compared to Airtel, where employees were having two to four years of usually ascended the carrier even with less educational qualification unlike in Airtel who joined directly at middle and higher level with higher qualification.

Table-2 Comparison of HR Practices between Public and Private sector (using Chi-Square)

S.No.	Dimensions	Frequency		Value	Df	Asymp.sig.(2-sided)	
		BSNL	Airtel				
I	Training & Development	1.1.Frequency of training programs conducted					
		• Regular Intervals	33	23	12.193 ^a	2	.002
		• When ever needed	7	11			
		• Driven by market conditions	2	13			
		1.2. Factors Considered to identify training needs					
		• Dept./Organization Analysis	30	32	2.119 ^a	1	.146
		• Identifying Specific Problems	40	46	12.969 ^a	1	.000
		• Employee Proposals	39	33	4.386 ^a	1	.036
		• To withstand market trends	19	37	.393 ^a	1	.531
		1.3.Skills Considered for adopting in training					
		• Technical Skills	42	46	.017 ^a	1	.895
		• Interpersonal Skills	41	47	12.898 ^a	1	.000
		• Communication and Motivational Skills	36	42	13.144 ^a	1	.000
		• Leadership Skills	35	42	4.438 ^a	1	.035
		1.4.Training Methods					
• Brain storming	20	24	22.145 ^a	1	.000		
• Lecture Method	42	47	.057 ^a	1	.812		
• Simulation	41	44	21.68 ^a 4	1	.000		
• E-Learning	32	39	14.343 ^a	1	.000		
II	Performance Appraisal System	2.1Attributes Considered					
		• Quality of work output	40	38	1.602 ^a	1	.206
		• Timeliness of accomplishing task	41	45	11.912 ^a	1	.001
		• Inter-personal and team relationship	36	43	15.125 ^a	1	.000
		• Loyalty towards organization	27	38	47.669 ^a	1	.000
		• Initiative and Innovative skills	26	30	21.417 ^a	1	.000

Reinventing the workplace –Strategic to Employee Career Development in Indian Telecom Industry- A Research

		<ul style="list-style-type: none"> Potential skill 	30	45	.325 ^a	1	.569
		2.2. Reasons for PA					
		<ul style="list-style-type: none"> Promotion 	40	43	2.486 ^a	1	.115
		<ul style="list-style-type: none"> Reward and recognition 	37	45	39.562 ^a	1	.000
		<ul style="list-style-type: none"> Adequate Compensation 	27	37	56.812 ^a	1	.000
		<ul style="list-style-type: none"> Organizational effectiveness 	25	32	44.426 ^a	1	.000
		<ul style="list-style-type: none"> Assessing Training needs 	25	42	7.816 ^a	1	.005
III	Career planning & Development	3.Opportunity for career enhancement	32	24	2.656 ^a	3	.448

Note: (0.05 =Level of Significance).

Table-3 Satisfaction level of Employees on HR Practices by using Garrett Ranking Method (I-Best and X-Least)

S.No.	Factors	Rank
1	Human Resource Planning	IV
2	Recruitment and Selection	II
3	Training and Development	III
4	Performance Management System	V
5	Compensation System	IX
6	Rewards and Recognition	VI
7	Promotion Policy	VII
8	Career Development	I
9	Succession Planning	VIII
10	Retention Strategies	X

The discussion for Table 2 and 3 is attempted in the following pages, as the issues discussed are closely connected. Table-2 comprises of responses related to employees of BSNL and Airtel on the parameters such as Training and Development, Performance Appraisal and Career Planning and Development and in conjunction with that ten factors of HR practices on the satisfaction level of employees by applying ranks with order of preference that is shown in Table-3.

The response shows a mark difference between BSNL and Airtel. While the employees in BSNL are older, with more experience and less qualified seem to have undergone more number of training programs compared to Airtel where the employees are younger with higher qualification and less experience but holding middle and higher level managerial positions. The researcher feels that, the employees of BSNL require more number of trainings in order to update themselves to keep up technological developments taking place in Telecom industry. In case of Airtel the employees are recruited at young age with higher qualification who already would have had the background of modern technology related inputs and experience. However the number of training programs held for both the organizations differ in terms of technical skills and HR skills (In BSNL technical skills -8, HR skills-5where as in Airtel, technical skills-5and HR skills-25). As BSNL is focusing more on technical skills on the other hand Airtel is focusing more on HR related training programs. Since, Airtel is a Private

Organization training and performance are closely related for the very survival of the organization, their training focus is to improve the performance and to regain the employees, eventually which aims at profits and contribute to overall effectiveness of the Organization.

The training programs in are Airtel involved with human relations oriented like interpersonal skills, communication skills, motivational skills, leadership skills and marketing strategies and for overall improvement of performance. In Airtel the middle and higher level of employees are treated as market drivers, technologically advanced superiors, the top management effort is to train them as leaders so that they can carry forward the team members in order to achieve the goals set by the organization. It seems to be low in BSNL when such training programs are compared with significant difference of chi-square value 0.02. Unless and until the public sector companies emphasizes on training and set right kind of goals for their organization private sector companies will take over market and eventually dominate telecom industry in the Country.

III. DISCUSSION & RESULTS

It is observed that the details related to the training programs such as duration, skills acquired, methods adopted and frequency of conducting training programs are all geared up to achieve the targets set by the organizations which clearly shows that the growth of the organization depends on the training programs given to the employees. Hence, training is a special component of any growing effective organization. The performance appraisal system in BSNL is conducted especially for promotions by analyzing the task accomplishment and quality of work output, where in Airtel the performance appraisal is conducted for overall performance measurement for reward and recognition, promotions, assessing acquired training skills and contribution to organizational effectiveness which shows that performance appraisal is very rigorous in Airtel when compared to BSNL. In BSNL the career planning and development opportunities are provided in the way of promotions or acquiring new skills where as in Airtel the employees are provided with global opportunities and strategic skills for the future growth of the individual and organizational objectives.

The satisfaction level of employees on HR practices show that they are more satisfied with career planning and development and dissatisfied with retention strategies. Results also show that in telecom industries both public and private the retention strategies has to be modified to retain the talented employees for the effectiveness of the organization.

www.bsnl.co.in
www.airtel.com
www.dot.gov.in
www.trai.gov.in
http://shodhganga.inflibnet.ac.in
http://www.fishershypnosis.com/employee-development-and-organizational-development.html

IV. CONCLUSIONS

The findings of the study revealed that, BSNL employees are older; less qualified have more work experience and technical skills while compared to Airtel which concentrates both on technical skills and HR skills. The performance Appraisal in BSNL is focusing on promotions while in Airtel focusing on promotions, reward and recognition and assessing training needs. Even though both organizations claimed the high satisfaction of their career development opportunities, however when levels of satisfaction are compared employees from private sector showed low level of satisfaction compare to public sector. This may be because of their expectations and faster mobility. The employees of both the organizations were highly satisfied on career development.

Suggestions: Retention policies of public and private organizations may be reviewed keeping in view of the Needs of the employees and environmental conditions such as inflation, economic conditions and are to be considered for the growth of individual as well as organization.

REFERENCES

1. Beeker, B. &Gerhart, B.(1996) The impact of Human Resource Management on Organizational Performance:Progress and Prospects. Special Research Forum on Human Resource Management on Organizational Performance. Academy of Management Journal, 39(4),770-801.
2. Deb, T.(2010). Human Resource Development . New Delhi: Ane books Pvt. Ltd
3. Dyer, L., & Reeves, T. (1995). HR strategies and firm performance what do we know and where do we need to go! International Journal of Human Resource Management,6,656-670.
4. Guest, D. E. (1997). Human Resource Management and Performance: A review and research agenda. The International Journal of Human Resource Management, 8(3), 263-276.
5. Houselid ,M.(1995). The impact of Human resource management practices on turnover, productivity and corporate financial performance.Academy of Management Journal,38(3),635-672.
6. Khan, N. A., &Tarab, S.(2012).An empirical presentation of HRD climate and Employee Development in telecommunication Industry: A case study of Indian Private Sector. International Journal of Trade and Commerce-IIARTC, 1(1),1-10.
7. Malik, M.(2013).Impact of human resource management (HRM) practices on employee performance in Telecom sector – with reference to MTS India. Asia pacific Journal of marketing and Management review, 2(4),41-45.
8. Paauwe, J. (2009). HRM and Performance: Achievements, Methodological Issues and Prospects. Journal of Management Studies, 46, 129–142.
9. PTI.(2014,May 18). New Government has opportunity to bring changes in Telecom Sector: PwC.The Economics Times.
10. Rao,T.V.,& Abraham S.J.(1986). Recent experiences in HRD. New Delhi:Oxford and IBH Publishing Co. Pvt. Ltd. pp22-34.
11. Sudhin, S. (2004).Human resource practices and organizational performance: Review, synthesis and research Implication. International business management conference, 99-113.
12. Werther, W., & Davis, K. (1992). Personnel management and human resources.

New York: McGraw-Hill.

Websites