

## Employees Perception towards Organizational HRM Practices in the select Telecom Companies

Dr. Suhasini Pale

Associate Professor

CSI Institute of PG Studies, Secunderabad, Telangana

sahasini\_630@yahoo.com

### Abstract

In today's highly competitive and turbulent business environment all modern organizations are operating in dynamic changing scenario. Due to increasing complexities and cut throat competition running organizations effectively become challenge for employers. To gain competitive advantage, organizations need to implement unique strategies. Human Resource Management is a proactive central strategic management activity which is different from conventional personnel management. The Human Resource Management has tremendous relevance to productivity of industry. This paper also enriches the existing body of literature regarding worker values. Indian Telecom Industry is more than a century old. Growing discontentment of its personnel has led to an empirical study of public sector telecom industry regarding the employee development practices. It is one of the prime support services needed for rapid growth and modernization of various sectors of the economy. The Indian telecom sector is witnessing great competition. Organizational changes point to a need for future research concerning performance appraisal construction—a critical factor in HRM functions. Employee responses to the privatization of the Taiwanese telecommunications industry serve as a valuable reference for other nations and industries facing privatization. This study is carried out to know the HRM Practices in the select organizations and the perception of the employees with respect to these practices. Suitable suggestions and measures are also stated for betterment of these practices. In this paper three telecom organisations BSNL, Reliance and Airtel are taken into the study.

**Keywords:** Human Resource Management Practices, Perceptions of HRM systems, Organizational changes, Indian Telecom Industry.

### 1.0 INTRODUCTION:

Since managing human resources is highly challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. Organization performance is influenced by set of effective HRM practices. It gives fruitful results like enhancing employee commitment, retention and reduced employee turnover. Human resources are the source of achieving competitive advantage because of its capability to convert the other resources (money, services, and methods) into output (product/service). The effective management of human resources requires sound Human Resource Management systems. In order to develop a sound HRM system, the organization should have effective Human Resource Management practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals.

In spite of public sector having the inherent advantages of being pioneer in the trade, one of the key factors behind its low performance, is the lack of motivation amongst its human resources. Amongst various reasons cited by different researchers for low motivation and satisfaction of the employees such as: job content, financial rewards, social atmosphere, work life balance, personal characteristics one of the much unexplored reasons is the lack of developmental opportunities. Moreover there is a dearth of study with respect to the employee development practices in the telecom companies in India.

### **Employee perceptions of HRM:**

In sum, perception is the process whereby an individual senses and collects all the information and endows it with “meanings”. The dimension employee perception of HRM for this study relates to the perceptions of employees who work in telecommunications companies that use new HRM systems as well as its effects on their behaviours and job performances. That is to say, the top three telecommunications companies have changed their HRM practices and strategies that pertain to staffing, development, compensation, and maintenance owing to the great changes engendered by cut throat competition.

Employee perceptions of the staffing management system are based on their firm’s manpower planning, recruitment, employment, and operational study, while employee perceptions of the development management system are based on available education and training programs, and performance assessment activities performed by the company. Moreover, employee perceptions of the compensation management system are based on the organization’s systems for salary and bonus sharing, while employee perceptions of the maintenance management system center on the relations, rules, and leave management of the organization.

### **2.0 OBJECTIVES:**

1. To determine the relationship between demographic variables and the opinion of the employees on the overall HRM Practices.
2. To explore the direction of relationship between independent variables and the opinion of employees on overall HRM Practices.
3. To study the impact of demographic variables on overall HRM Practices.

### **3.0 HYPOTHESES:**

- H1: There is a significant relationship between demographic variables and HRM Practices.  
H2: There is no impact of demographic variables on overall HRM Practices.

### **4.0 LITERATURE REVIEW:**

**Nada Trunk Sirca, (2012)** Job satisfaction is an attitude toward the job and the work context that has been in the centre of attention of theoreticians, researchers and practitioners for many decades. Past researches confirm that job satisfaction is related to employee’s job performance, organisational commitment, organisational citizenship behaviour, life satisfaction, and health. These job– related outcomes are also the main goals of HR function.

**Lavinia RASCA, (2015)** While focusing on developing new ways to increase business competition, we’ve conducted a qualitative research among HR managers in big Romanian

companies, with the purpose of establishing the developmental status of organisational culture as well as new tendencies which have appeared in human resource management.

**Wahidha Begum F, (2016)** The purpose of this study was to examine the impact of HRM practices on job satisfaction and organizational performance in BPO (Business Process Outsourcing) organizations in Tiruchirappalli. Specifically, the study examined HRM practices that are under the control and responsibility of supervisors and managers. The sample size for the study is 244, by adopting purposive sampling technique. The research findings indicate that there is positive relationship between HRM practices, Job satisfaction and organization performance.

## 5.0 RESEARCH METHODOLOGY:

### Research Design:

The research design adopted for this study is Descriptive Method. The perception of the respondents on the selected human resource management practices namely Human Resource Planning and Policy, Talent Acquisition, Learning and Development, Employee Retention, Employee Engagement, Compensation and Benefit Management, Health Safety and Wellbeing Measures, Performance Management System, Career and Succession Planning and Exit Process in Hyderabad organisations are considered for the study.

### Sampling Design and Size:

Stratified Random Sampling Technique was adopted with a sample size of 154 respondents consisting of 38 Officers, 62 Staff and 20 workers taken from BSNL, Reliance and Airtel Companies.

### Method of Data Collection:

The primary data needed for the analysis were collected through a structured questionnaire using Likert's five point scale. All the other relevant information for the study were collected from journals, books, magazines and relevant web sites.

### Analysis of Data and Tools Used for Analysis:

SPSS Package was used to analyze the data collected. The tools used for analysis include Frequencies, Percentages, Karl Pearson's Coefficient of Correlation to determine the relationship between the independent variables and opinion on overall human resource management practices and One way ANOVA to determine the extent to which the demographic variables namely age, experience and category determine the opinion of the respondents on the various dimensions of human resource management practices.

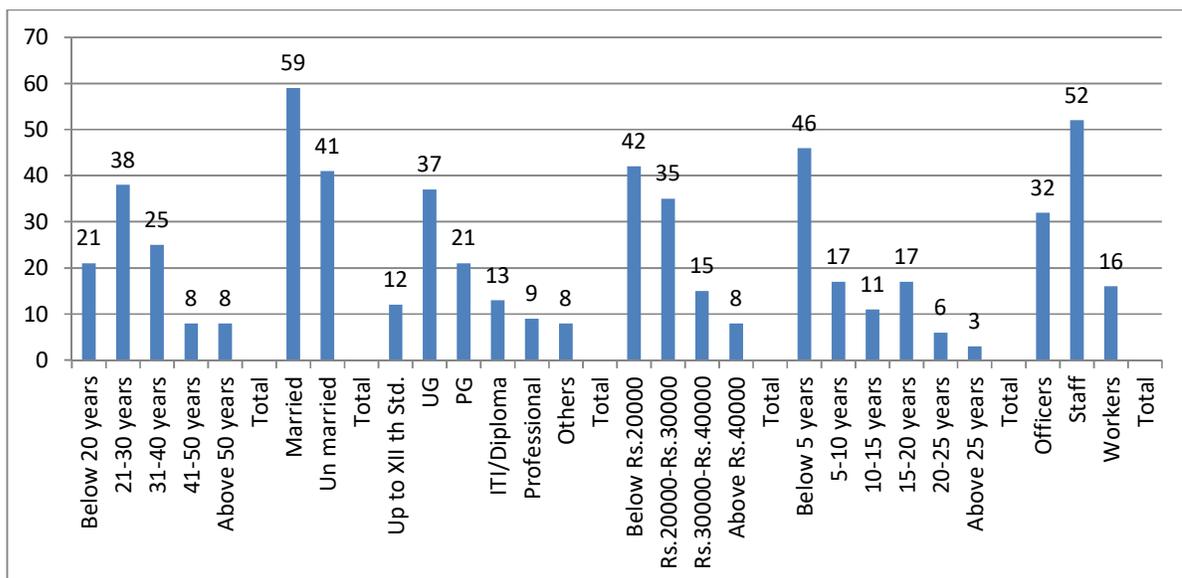
## 6.0 RESULTS:

The demographic frequencies of the respondents taken up for the study are shown in following Table No.1.

**Table No 1: Demographic Frequency Table**

Variables	Description	Frequency	Percentage
Age	Below 20 years	25	21
	21-30 years	45	38
	31-40 years	30	25
	41-50 years	10	8
	Above 50 years	10	8

	Total	120	
Marital status	Married	70	59
	Un married	50	41
	Total	120	
Qualification	Up to XII th Std.	15	12
	UG	45	37
	PG	25	21
	ITI/Diploma	15	13
	Professional	10	9
	Others	10	8
	Total	120	
Income	Below Rs.20000	50	42
	Rs.20000-Rs.30000	42	35
	Rs.30000-Rs.40000	18	15
	Above Rs.40000	10	8
	Total	120	
Experience	Below 5 years	55	46
	5-10 years	20	17
	10-15 years	13	11
	15-20 years	20	17
	20-25 years	8	6
	Above 25 years	4	3
	Total	120	
Designation	Officers	38	32
	Staff	62	52
	Workers	20	16
	Total	120	



### Graph 1: Demographic Frequency

Out of the total of 120 respondents taken up for the study, a majority of 38 per cent of them are from the age group of 21-30 years, a maximum of 59 per cent of the respondents are married, maximum of 37 per cent are Under Graduates, followed by 25 per cent Post Graduates and 15 per cent ITI/Diploma holders. A majority of 42 per cent are getting income below Rs.20000 followed by 35 per cent between Rs.20000-Rs.30000, respondents between 5-10 years of experience and below 5years of experience are found to be dominant (46% each). Proportions of the respondents are workers (16%) followed by Greater proportion of staff 52 per cent.

Correlation between Independent Variables and overall opinion on Human Resource Management Practices.

To explore the direction of relationship between independent variables and overall opinion on human resource management practices, Karl Pearson's correlation measure is applied. The higher the correlation, higher will be relationship between the variables and which in turn influences overall opinion on the human resource management practices at the higher level. The table no.2 clearly exhibits that there is a significant positive relationship between the independent variables (all the ten considered in the study) and overall opinion on human resource management practices. The result does not show any negative relationship.

**Table No: 2 Correlation between Independent Variables and overall opinion on Human Resource Management Practices**

Factors	Overall opinion on HRM Practices	Significance @1% level (Two tailed)
Human Resource Planning and Policy	0.480	S
Talent Acquisition	0.315	S
Learning & Development	0.372	S
Employee Retention	0.437	S
Employee Engagement	0.472	S
Compensation & Benefit Management	0.370	S
Health Safety & Wellbeing Measures	0.475	S
Performance Management System	0.444	S
Career & Succession Planning	0.592	S
Exit Process	0.305	S

S = Correlation is significant at the 0.01 level (2-tailed)

The correlation matrix presented in Table No.2 shows the significant positive relationship between the independent variables like Human resource planning and policy, talent acquisition, learning and development, employee retention, employee engagement, compensation and benefit management, health, safety and wellbeing measures, performance management system, career and succession planning and exit process and overall opinion on human resource management practices. Among the independent variables opinion on career and succession planning ( $r=0.592$ ) have a high correlation with overall opinion on human resource management practices. It is followed by the opinion on human resource planning

and policy with  $r=0.480$ , health, safety and welfare measures with  $r=0.475$  and employee engagement with  $r=0.472$ .

The opinion on career and succession planning has a strong and significant positive relationship than all the other independent variables considered in the study.

**ANOVA - Impact of Age, Experience and Category of respondents on overall opinion on HRM practices**

By using the statistical tool, one-way Analysis of variance, the extent to which the demographic variables namely age, experience and category determine the opinion of the respondents on the various dimensions of human resource management practices are analyzed in Table No.3.

Age is significant in determining the opinion on the dimensions of human resource management practices.

Experience is significant in determining the opinion on the dimensions of human resource management practices.

Category is significant in determining the opinion on the dimensions of human resource management practices.

**Table No. 3 Impact of Age, Experience & Category of respondents on overall HRM Practices**

Factors	Demographic Variables					
			Age	Experience	Category	
	F	Sig	F	Sig	F	Sig.
Overall opinion on hrm practices	1.271	0.284	1.399	0.228	0.115	0.892
Human Resource Planning and Policy	0.802	0.526	0.158	0.977	0.725	0.486
Talent Acquisition	2.110	0.082	1.590	0.166	2.451	0.090
Learning & Development	1.198	0.314	1.097	0.365	5.025	.008*
Employee Retention	3.684	0.007*	2.848	0.017**	2.294	0.104
Employee Engagement	0.520	0.721	1.354	0.245	1.459	0.236
Compensation & Benefit Management	5.728	0.000*	0.254	0.937	0.401	0.670
Health, Safety & Welbeing Measures	1.043	0.387	1.665	0.146	0.225	0.799
Performance Management System	2.157	0.077	0.798	0.552	0.611	0.544
Career & Succession Planning	1.061	0.378	4.581	0.001*	7.116	0.001*
Exit Process	10117	0.351	2.0310	0.047**	5.183	0.007*

\*Significant @1% level \*\*Significant @5% level

In respect of the Human Resource dimensions, the F-test applied in table no.3, shows that Age is significant in determining the overall opinion on employee retention (F-value = 3.684,  $p<0.01$ ), and opinion on Compensation and Benefit Management (F-value = 5.728,  $p<0.01$ ). Experience is significant in determining the overall opinion on Employee Retention (F-value

= 2.848,  $p < 0.05$ ), Career and Succession Planning (F-value = 4.581,  $p < 0.01$ ) and Exit Process (F-value = 2.0310,  $p < 0.05$ ). Category is significant in determining the overall opinion on Learning and Development (F-value = 5.025,  $p < 0.05$ ), Career and Succession Planning (F-value = 7.116,  $p < 0.01$ ) and Exit Process (F-value = 5.183,  $p < 0.01$ ). It should be noted that only three demographic variables age, experience, & category of respondents considered for the analysis have significant influence in determining the overall opinion on human resource management practices adopted in Hyderabad organisations.

## 7.0 CONCLUSION:

In the present competitive world, the companies are facing lot of competition and skill shortage. Therefore, the company has devised and implemented a number of innovative human resource practices in order to attract the best talent, providing them a good environment to work with and which also enables the company to retain talents. A good Human Resource Management environment ensures harmony between the boss and the subordinates. A healthy corporate philosophy ensuring uniform policies at all levels of an organization is necessary. The study shows that majority of the respondents' revealed positive opinion with respect to the HRM Practices. Following open book management style, fair evaluation system and knowledge sharing initiative can make the practices more successful and take the company to heights. The results of this research contribute to knowledge about Employee perception of HRM Practices specifically to the Telecom Industry. The paper has contributed in providing a close examination about the Perception of Employees on HRM practices in the three companies of the Telecom sector.

## References:

1. Arthur, J.B., Boyles, T. (2007) Validating the human resource system structure: A levelsbased strategic HRM approach. *Human Resource Management Review*, 17, 77-92.
2. Bagozzi, R.P., Yi, Y. (1988) On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
3. Chen, J.W., Kuo, J.H. (2004) An empirical study of relationships of person-organization fit, job satisfaction and organization citizenship behavior. *Journal of Human Resource Management*, 4(4), 85-104.
4. Erdogan, B., Liden, R.C., Kraimer, M.L. (2006) The moderating role of organizational culture. *Academy of Management Journal*, 49, 395-406.
5. Ferris, G., Hochwarter, W., Buckley R., Harrell-Cook, G., Frink, D. (1999) Human resource management: Some new directions. *Journal of Management*, 25(3), 385-415.
6. Gerhart, B., Milkovich, G.T. (1990) Organizational difference in managerial compensation and financial performance. *Academy of Management Journal*, 33(4), 663-691.
7. Hiltrop, J. (1996) The impact of human resource management on organizational performance: Theory and research. *European Management Journal*, 14(6), 628-637.
8. MacDuffie, J.P. (1995) Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review*, 48(2), 197-221.

9. Neves, P., Caetano, A. (2009) Commitment to change: Contributions to trust in the supervisor and work outcomes. *Group and Organization Management*, 34, 623-644.
10. Rousseau, D.M., McLean Parks, J. (1993) The contract of individuals and organizations. In L.L. Cummings., B.M. Staw (Eds). *Research in organizational behavior*, 15, 1-43. JAI Press , CT, Greenwich.