



# Human Resource Management Practices in Telecom Sector in India

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**Abstract:** *The paper investigates HRM Practices in Telecom sector in India. Telecom sector provides prime support services needed for modernization of various sectors of economy and economic development of India. The research study includes all HRM Practices like recruitment, selection, training program, performance appraisal, work life balance, diversity, instant rewards, compensation, career planning and employee's welfare etc. Growth, profitability and performance of any organization depend on HRM Practices up to great extent. Paper has five sessions, first introduction, second review of literature, third research methodology, fourth assessment and last is conclusion.*

**Keywords:** *HRM, Telecom, Profitability, Appraisal, Economy.*

## I. INTRODUCTION

India's Telecommunication network is second largest in world based on total no. of telephone users. To maintain growth and position of Telecom sector proper HRM Practices play very crucial role. The HRD was first implemented in Larsen and Toubro Ltd in India. All major activities in working life of a worker from the time of his entry into organization till his leaves organization come under the purview of HRM. There are many companies like Airtel India, Vodafone India, Idea cellular, Reliance communications, Aircel Ltd, BSNL, Tata teleservices, Uninor, MTNL etc. Objectives behind implementation of HRM Practices in telecom Companies are to achieve individual and organizational goals along with that locate, ensure, recognize and develop the enabling capabilities of employee. The present day economy has been titled as "Knowledge economy". Adoption of innovative and critical HRD practices in telecom organization are required to achieve vision, mission & goals of organization and most important to face some challenges like changing workforce demographic, Competing in global economy, eliminating the skill gap and last need for lifelong and organizational learning. An efficient H.R. department provides H.R. policy, H.R. strategy, organizational structure which are necessary to meet business needs. Traditional approach was used earlier in telecom companies like selection reward systems, efficient procedures for discipline, rules and regulation to control employees means totally focused on reduction of cost but now there has been a resurgence of interest in the invested employee and many more different types of HRM Practices are implementing in telecom companies like career planning, work life balance, succession planning, behavior learning, e-learning, job sharing, job rotation, development appraisal, stress learning, high visibility assignment etc. All these traditional and new HRM Practices have great significance and scope because new methods, techniques, trends and environment are being introduced every day.

### HRM Practices and its Outcomes, (source-Paauwe)

HRM Activities	HRM Outcomes
Recruitment/selection	Turnover
HR Planning	Dismissal/layoffs
Rewards (motivation)	Absenteeism
Participation (commitment)	Disciplinary actions and grievances
Internally consistent HR bundles	Social climate between workers and management
Decentralization	Employee involvement / trust loyalty
Training/Employee development	
Organization Structures	
/internal labour market	

Fig 1.1

## II. REVIEW OF LITERATURE

1. **Babu Naresh T. and Reddy Narayana Satya G., (2013),** "Role of HRM Practices in cement industry"-- It was concluded that employee's satisfaction can boost up performance, efficiency and reduce labor turnover cost. Adequate opportunities for growth, proper compensation, reward and recognition, social security measures & D program enhance employee's satisfaction, efficiency and retention rate.



2. **Southiseng, Nittana and Walsh, John, (2013)**, “Human resource management in the telecommunications sector of Laos “ --Perceptions and attitudes of both managers and employees currently working in telecoms companies in Laos regarding the nature and roles of HRM was studied.
3. **Malik, Manju, (2013)**, “Impact of human resource management (hrm) practices on employee performance in telecom sector with reference to MTS India” - Findings of study is this that all tested HR Practices like performance appraisal, training and development program, career planning, employee’s participation have positive correlation with employee’s performance.
4. According to **Wendell (1974)**, "Personnel management is a major component of the broader managerial function and has roots and branches extending throughout and beyond each organization". Flippo (1980) states that human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished. Kelly: (2001) Human Resources Development (HRD) as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement. According to Megginson, The term human resource can be thought of as the total knowledge, skills, creative abilities, talents, aptitudes and beliefs of the individual involved. According to Rao, HRD is a process by which the employees of an organization are helped, in a continuous, planned way A) to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; B) to develop their general capabilities as individuals and discover and exploit their own inner potential for their own and/or organizational development; and C) to develop an organizational culture in which the supervisor subordinate relationship and team work and collaboration among sub units are strong and contribute to the professional well being motivation and pride of employees. According to Beach defined training as the organized procedure by which people learn knowledge and skills for a definite Purpose. Aristotle told us that ‘the whole is more than the sum of its parts’, this is certainly true when it comes to having all managers fully understanding the organisation’s documented Business Plan and ensuring the alignment of management thinking... simply the process of ensuring that all managers are working and driving the organisation in the same direction. In the words of Armstrong (1999) human resource management is a strategic and coherent approach to the management of an organization's most valued assets-the people working there who individually and collectively contributes to the achievement of its goals.

### III. RESEARCH METHODOLOGY

Research Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge.

**Objective of Study-** To find out HRM practices in telecom industry in India.

**Data Collection** -The researcher took secondary data which were collected by following methods : --Websites, Government annual report ,Journals periodical, Newspaper, books, Authentic Audio Video ,e-journals, Reference works ,Reports, Ph.D. Thesis ,human resource –lectures, Research Project.

### IV. ASSESSMENT/FINDINGS

There are many types of HRM Practices are involved in telecom companies like recruitment ,selection ,training and development program, performance appraisal, work life balance, diversity instant rewards, compensation, career planning and employee’s welfare , life balance, ,behavior learning ,e-learning, job rotation, development appraisal, stress learning, high visibility assignment etc. These are some findings below:--

**Recruitment and Selection:--**Telecom companies implement different types of Recruitment and Selection methods like

1. Direct method –candidates are selected directly by recruiters
2. Indirect method-Advertisements are given for recruitment.
3. Third Party Method-various agencies are used to recruit candidate.
4. Internet Recruitment –It is also very popular method nowadays in telecom sector.

There are two important source for recruitment like –External source and internal source. In Telecom companies,H.R. Manager has to focus on talent management which include these points:- 1)Attracting and recruiting qualified candidates ,2) Managing salary and compensation,3) Training and Development opportunities,4)Performance Management process,5) Promotion and Transitioning ,6)Retention program.

**Training and Development** :-- There are some responsibility of H.R.Department before designing and conducting training programs, like they have to do organizational, Task role and person analysis .There are two important methods for T & D in telecom companies like 1) On job training 2) Off job training .There are different types of training and development programs:-1) Induction training,2) Job Instruction training,3) Refresher training,4)Apprenticeship training 5)Technical training, 6)Safety



training, 7)Quality training 8) Skills training,9) Soft skills training ,10) Team training,11)Professional and Legal training,12) Leadership training,13) Behavior development training,14) Interpersonal skills training ,15) Problem-solving training ,16)Diversity training etc.

**Performance Appraisal-** Performance appraisal continues to be one of the most criticized H.R. functions in organization. In telecom companies performance of employee is evaluated on regular basis and promotion are based on overall performance of the individual. ‘Performance Gap’ ‘Growth Gap’ and ‘Opportunity Gap’ are analyzed time to time in organization. H.R. Managers make framework of performance appraisal which consists planned goals, standards, competence requirement and try to align individual’s needs with organizational needs.

**Welfare scheme-** All statutory and non statutory welfare schemes like drinking water, sitting, lighting, rest room ,washing place and canteen facilities, medical, compensation, recreational facilities, safety, cleanliness of working environment, women and child welfare facilities, economic services like loans ,insurance are implemented effectively in telecom companies.

**Grievance Handling** –Different types of conflicts between employees and management, grievances among employees, issues with processes and sexual harassment are handled properly in companies. Before resolving problems and making H.R. policy ,H.R. department has to take care of some factors like law of equality, labour laws ,rules and regulation related to wage and salary, health, safety and security. Security and Safety Policies and Healthy Working environment are provided in the companies up to the mark .HR Manager try to increase job satisfaction , motivation and efficiencies in processes & capacity to adopt new technologies and methods among employees.

H.R. Manager has to implement some effective HRM practices like executing “Employee Engagement” initiatives to keep people together and make the workplace exciting, rewarding and engaging, managing statutory compliance, work force diversity and exit formalities, evaluate and improvise the current HR Practices and update HR policies .

**Workforce diversity-**In global era H.R. Manager has to take special care before planning and implementing HRM practices because workforce comprises of people of different gender, age, social class, value, belief, language and background such as geographical origin. H.R. Manager develops mechanism which will help multicultural individual to work together. HR. Manager has great responsibility to manage personal life of employees who belong to different nations because telecom companies are located globally. He has to focus on transformational activities which create long term capability and adaptability for firm.

H.R. manager has to focus on ongoing incremental change and try to maintain better life balance so that employees will be able to perform their best without feeling over burdened. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. Many companies adopt various advanced technologies in their work like human analysis and human capital management. In companies management try to increase employee engagement so that they feel more satisfied in their work place. H.R.Manager cares about the organization as a whole and try to support operation, production, marketing and other functions of company.HR Manager has accountability whether the HRM functions are meeting its objectives and effectively using its budget or not.

## V. SCOPE

- The Study may be useful for academic purposes about Human Resource Management Practices in Telecom Industry.
- The Study can explain that which types of Human Resource Management Practices are being implemented in Telecom Industry.
- The Study has future research scope in terms of attempting the same by using primary data, organization wide and across different organization.
- Industry specific research in the subject matter as well as research at the level of strategic process implementation has been quite scarce.

## VI. CONCLUSION

It can be concluded that in recent times, Indian telecom market has emerged as one of the fastest growing telecom markets in the world. An organisation cannot build a good team of working professionals without good H. R.M Practices. To manage Human Resource is most challenging as compared to manage other resources like machine, material, capital and infrastructure etc. Strength of human resource is to face the new challenges on the fronts of knowledge, technology and changing trends in global economy. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can give their best to support departments. A good HRM Practices provide an opportunity and comprehensive framework for the development of human resource in an organization for full expression of their latent & manifest potentials.

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