Chapter VI

Conclusion and Suggestions

It has been observed in the preceding chapters that human resource is one of the most important assets of any organization. Hence human resource management has emerged as the most important area in any organization. The effective management of human resource is the key to success in any organization.

Thus it is found that work today is shifting from specific narrowly defined jobs to broader roles that encompass a wide range of responsibilities. It also focused on individual performance; therefore some emphasis should be given on the efforts of groups and teams. Thus the role of human resource management becomes very important for the success and growth of any organization. Reliance Industries Ltd which is one of the fastest growing private sector enterprises in India and has a global presence also recognizes this fact and therefore, it is adopting and implementing such innovative human resource management practices that are responsible for its growth and development. The world economy is currently information and communication technology and has consequently increasing competitive and globalised. The changing economy also impacts on our living and working environment. With these the role of human resource management is also changing. All human resource management practices will have to change dramatically
to answer to the demands of changing economy. Important concepts related to the new economy are intellectual capital, human capital, knowledge management, internet e-commerce and globalization.

Where as the competitive advantage for organizations in the old economy centered on financial capital and technology, the emerging economy necessitates an investment in human capital, knowledge and the commitment of the employees. The focus in the business world has shifted from physical asset to knowledge and information i.e. intellectual capital. The effective management of human and intellectual capital posses new challenges in the organization for leadership and managerial capabilities. The new economy has to utilize human resource management as a tool for further development. The organizations in today’s world should focus on the implementation of people oriented strategy that will address the effective management of intellectual capital, human capital and information management.

To study the role of human resource management in Reliance Industries Ltd the whole of the study is divided into six chapters. Chapter one deals with the framework and research design of the study, which comprises the scope, objectives and hypothesis of the study. The comprehensive review of the literature helped us to study the various aspects of the human resource management like recruitment and selection of the employees, placement and induction, training and development, wages and salary administration, motivation and employees grievances etc and their contribution in the success of any business organization.
The proper management of the human resource with the help of innovative techniques serves as the basis of growth for business. The chapter further presents the methodology i.e. sample and design, Data collection and scheme of chapterisation.

The second chapter concludes that with the existence of the Digital Revolution and the rise of the Information Age the focus of organizations are changing from physical to intellectual. The key aspects of the new economy are access to knowledge, skills and technology. To achieve a competitive advantage in the new economy it is important that organizations focus on their intellectual capital assets, namely people. Putting people at the heart of corporate purpose means that building human potential demands a new agenda, a new set of challenges for leaders, and redefined set of managerial capabilities. As the heart of this new agenda are the aspects of human resource management. In our rapidly coalescing global economy, with trade barriers falling and competition worldwide, concern is rising in each nation of the world about its ability to compete. Successful competition means that human ability and performance must be at their peak. An important emerging theme in the human resource management literature is a desire to address the dilemmas in workforce management. This is reflected in a shift away from the tendency to prescribe how to manage employees to an approach that takes a more contingent view of the human resource management practice considered suitable for particular organizations.

Financial capital brought competitive advantage in the last century, because it was a relatively scarce commodity. But financial
capital is no longer scarce, and technology can easily be imitated. These resources continue to bring advantage, but they are no longer capable of sustaining this advantage. In this decade, only people can sustain the competitive advantage of a company. This is because people potentially have three aspects that can bring sustainable advantage; the ability to create rarity, value and inimitability.

The study further reveals the profile of Reliance Industries, its growth and developments. There are various enterprises that come under the flagship of Reliance Industries Ltd like Reliance Textiles, Reliance Oil and Gas, Reliance Petrochemicals, and Reliance Retail Ltd. The study also discusses various enterprises about the enterprises that come under the flagship of Reliance - Anil Dhirubhai Ambani Group (ADAG) like Reliance Capital, Reliance Energy Ltd, Reliance Health, Reliance Media and Entertainment, Reliance Infrastructure and finally Reliance Communication and its various ventures.

It is has been found that the world has entered into the information age surpassing the industrial age which is made possible by the ever increasing developments in the field of information technology (IT) and communication. The development in the field of communication has made it possible to access and share digital information, broadcasting of visual images, sounds and graphics etc. It is possible through information technology like digital networks and computer revolution that is transforming our living world conditions beyond our imaginations. After some time the term office may become reluctant because the work place can be anywhere in the world and can process it from there. The Reliance India Mobile services
revolutionized the consumer mobile experience by offering a host of applications on the mobile phone such as enhanced messaging in Indian languages, email access, Internet surfing, access to real time political, financial and sports news, games and video streaming. This enables users to send text messages in Indian languages, access their email and other Internet accounts, surf the net at speeds of up to 144 kbps, be the first to get breaking news, view and listen to scenes from the latest movies and experience many other exciting applications.

Telecommunication is now universally recognized as one of the prime movers of the modern economy. According to a World Bank study, a 1% increase in teledensity leads to a 3% increase in GDP, lending support to the availability of adequate telecom infrastructure leads to an acceleration of economic development.

India has the lowest mobile penetration at around 0.3% in terms of fixed line penetration, Hong Kong and Taiwan lead with 57%, while India and Indonesia lag behind with around 3.4% penetration. India has more than double the number of television households compared to telephones.

It is necessary to change this and unleash a communication revolution that will transform India socially and economically. Reliance Communication was launched in the year 2000 with the above in mind.

**Major Highlights**

- Only private sector company to have all-services, all-India strategy
- Fixed line service in 18 telecom circles
- Cellular service in 13 States covering 380 million people
- Long distance service in 229 of the country's 323 Long Distance Charging Areas (LDCAs)
- International long distance service
- 1,000,000 sq. ft of state-of-the-art data centers
- Connected to this network are our international gateway for world connectivity using submarine and satellite bandwidth

Reliance Communication covers nationwide, terabit bandwidth covering 99% of the population. Broadband connectivity in 180 cities and wireless connectivity in 673 towns and cities using 60,000 route kilometers of optical Fibre.

Reliance Communication treats its consultants, alliance and suppliers as partners in the business and explore way to arrive at mutual win-win solution that ensure commitment on both sides and alignment of interests during all phases of an evolving relationship. The following are the important alliances of Reliance Communications in technology for providing world class communication and information technology services to its customers.

- Accenture
- Diamond
- Henkels
- Mc Kinsey & Co Cluster
- Cap Gemini
- Edgecomm
- Hewlett Packard
- Nortel
- Corning
- Erricsson
- IBM
- Sun micro system
The third chapter presents a profile of the various companies that are running under the flagship of Reliance Industries Ltd, and Anil Dhirubhai Ambai Group. Reliance Industries Limited is one of the India's largest private sector conglomerate by its market value, with an annual turnover of US$ 44.6 billion and profit of US$ 3.6 billion for the fiscal year ending in March 2010, making it one of India's Fortune Global 500 companies, being ranked at 264th position (2009). It was founded by the Indian industrialist Mr. Dhirubhai Ambani in 1966. After some differences between the founder's two sons, Mukesh Ambani and Anil Ambani, the group was divided between them in 2006. The Reliance group after the demerger divided as, Mukesh Ambani getting RIL and IPCL & his younger sibling Anil Ambani heading Reliance Capital, Reliance Energy and Reliance Infocomm. The entity headed by Mukesh Ambani is referred to as the Reliance Industries Limited whereas Anil's Group has been renamed Anil Dhirubhai Ambani Group (ADAG).

Considering the importance of human resource management in the present competitive scenario Reliance Communications Limited Today offers challenging assignments and career opportunities to Engineers, MBAs, Telecom Network and IT specialists, Profit Center Heads and also young professionals. Reliance Communication has set up best-in-class work facilities across major cities in India. At Mumbai, the Dhirubhai Ambani Knowledge City hosts more than 3000 professionals with a range of office complexes, food courts, avenues and boulevards, fountains, Video conferencing and other advanced communication infrastructure.
Apart from the physical work setting, Reliance Communication is fostering a work climate marked by positive energy, team work and performance ethic. The organization is committed to building a non-hierarchical and open work environment a result driven meritocracy. The company Facilitates, coach and enable best in class and leading edge HR practices the extended enterprise of Reliance communication and thereby nurture a customer centric, positive-energy organization which maximizes stake-holder satisfaction. The highlights of the above innovative ideas of human resource management practices are resulting in providing a unique position to the company which offers the following.

Reliance Communications Limited is India’s largest integrated communications service provider in the private sector with over 77 million individual, enterprise, and carrier customers and operate pan-India across the full spectrum of wireless, wireline, and long distance, voice, data, video and internet communication services. The organization also has an extensive international presence through the provision of long distance voice, data and internet services and submarine cable network infrastructure globally.

The business of Reliance Communications is organized into three strategic customer facing business units: Wireless, Global, and Broadband. In addition, subsidiaries of Reliance Communication are engaged, inter alia, in the ownership, operation and development of telecom infrastructure, such as wireless communications sites and towers. The strategic business units are supported by our fully integrated, state-of-the art network and operations platform and by the
largest retail distribution and customer service facilities of any communications service provider in India.

The company offer CDMA and GSM based wireless services on a nationwide basis, including mobile and fixed wireless voice, data, and value added services for individual consumers and enterprises. Following the recent roll-out of our GSM network, Reliance Communication is now the only player in the country offering both GSM and CDMA (dual technology) services on a nationwide basis. The company not only provides telecom connectivity to the mass market consumer segment but also, as an Integrated Telecom Service Provider, it offers total telecom solutions to its corporate, partners and customers.

The portfolio of products offered by the company includes mobile handsets, fixed wireless phones/terminals, high-speed internet data cards and Blackberry services, portfolio of services, Reliance Hello for the fixed wireless and Reliance Netconnect for wireless data services. The company offers a unique wireless multi media experience under the brand Reliance Mobile World, public calling office (“PCO”) services over their wireless network through independent retail operators of such facilities. Reliance Communication has pioneered rural telephony initiatives that are supported by the Government of India’s Universal Services Obligation (USO) Fund. Additionally, the company also provides connectivity for devices such as point of sale terminals, lottery terminals, and ATM terminals. Reliance communication is among the top two providers of wireless communication services in the country, with a wireless subscriber base of over 73 million as of March 31, 2009, representing a market share of 18.8% and the second largest seller of
mobile handsets/devices in the country, and the largest service provider engaged in this activity. Due to its unique strength in high speed wireless data transmission, the company has nearly 60% market share of the data card and USB modem market for laptops and PCs. In addition, it is the largest PCO operator in the private sector with over 50% market share.

In Voice, as part of the retail offering the company offers virtual international calling services to retail customers for calls to 200 international destinations including India under the brand Reliance Global Call. The retail services of the company are available to its customers in eight countries including the United States, Canada, the United Kingdom, Australia, New Zealand, Hong Kong and Malaysia. The company has over 2 million customers for its Reliance Global Call service. Usage of Reliance Global Call accounts for 40% of total retail market calls from the United States to India.

Reliance Communication’s international Data business is underpinned by their ownership of the largest private submarine cable system in the world, directly connecting 40 countries from the East coast of the United States, to Europe, the Middle East, India, South and East Asia, through to Japan. The network seamlessly interconnects 175,000 route kilometers fibre optic cables within India. We are further expanding our global network with implementation of the FLAG Next Generation Network cable system.

The study further showcases various human resource management practices prevalent in Reliance Communication Ltd right from the joining of the new employees to the retirement. The study of the
various human resource management practices of the enterprise shows that Human Resource is one of the most important assets of modern organization. No organization can think of viability and effectiveness without the efficient utilization of human resources which is a very tough task in the modern age of technological advancement, knowledge expansion, sociological changes and government’s intervention in business and industry. In recent years, increasing relevance is being placed on management of human resources in the process of socio-economic advancement. Human resource is one of the basic inputs as well as an active factor of production. Management of human resource is relevant to all kind of organization both in the private and public sector.

It is no more restricted only to recruitment, selection, placement, development and remuneration of personnel. Its scope had been widened to include human relation, leadership, motivation and introduction of change, wages and salary administration, etc. Talent Management practices in the contemporary scenario has been witnessing a drastic change. Traditional workforce planning is being replaced by talent strategies and skills gap analysis. Today practices like employer branding and unique selling points through rigorous marketing practices play a governing role in attracting and retaining talent pool of a company. Recruitment and selection practices are being treated as a tool for realizing strategic intent. Some of the common recruitment strategies include ongoing recruitment, employee referrals, and realistic job previews, determination of clear cut selection criteria which would be
revealing a perfect idea about the candidate’s competencies, job motivation level and the cultural fit.

Chapter four concludes that Reliance Communication is adopting various innovative practices of human resource management. The chapter presented and analyzed some the human resource management practices prevailing in the organization. After the careful study of the various practices of the human resource adopted by the organization it is revealed that these practices are scientific and logical. The research and development work conducted by the organization in the field of human resource management is one of the best in its class and involved in finding the new and innovative ideas for the maximum satisfaction of the employees. The success of the organization both in the national and international market is a proof that its employees are capable enough to meet the new challenges posed by the globalization. The trained and motivated workforce is the engine that is pulling the organization in the right direction.

To conclude data in a meaningful manner and to find out the perceptions and opinions Chi-square ($\chi^2$) test is used in the tables 5.1, 5.2, 5.3 and 5.4. There are 20 parameters in these tables which measure these opinions effectively. Statistically there is no difference between the expected and the observed frequencies. According to the results of chi-square, it is observed that the calculated $\chi^2$ values for these 20 variables are greater than the table value (Table value of Chi-square for $2, \chi^2_{0.05} = 40.113$) and are significant at 0.05 percent level of significance. Thus the hypothesis Ho is rejected and $H_1$ (alternative hypothesis) is accepted.
Table 5.1, 5.2, 5.3 and 5.4 shows all those parameters, responses of the employees and the results of the Chi-square ($\chi^2$) tests for homogeneity of proportions. The analysis help us to draw the conclusion that majority of the respondents are satisfied with the various human resource management practices adopted and implemented by the Reliance Communication. Hence there is a significant difference among respondents over the opinion about HRM practices in Reliance Communication.

The responses shows that majority of the respondents are satisfy with the following human resource management practices of the organization namely recruitment and selection policy of the organization, placement and induction programmes, job analysis, job design, job enrichment, policy of promotions and demotions, motivational schemes and methods, social security measures, and discipline of the organization.

However some of the areas like wages and salary administration, training and development of the employees, workers’ participation in management, Job Security, Employees Grievances and work Load needs immediate attention by the organization since the responses of the employees in these areas shows that there is still room for improvement and betterment. Further more Pearson’s chi square tests for testing independence between two categorical variables were also conducted for testing the association between satisfactions with gender, satisfaction with designation and satisfaction with education of the respondents. The objective of conducting these tests was to see that employees of either sex, every designation or every educational background are satisfied
with the various human resource management practices of the organization. The results of these tests are showing that the satisfaction level of the employees is not affected with the above variables i.e. employees of either sex, every designation or educational background are satisfied or dissatisfied with the various human resource management practices. For instance Pearson’s chi square is meant for testing independence between two categorical variables, chi square test for independence between sex and salary shows that there is no association between two variables i.e. employees of the either sex are equally satisfied and dissatisfied with the salaries and wages offered by the organization. Similar test results between gender and recruitment and selection, training and development, performance appraisal system shows the association between two variables.

Further chi square test for independence between designation and satisfaction with salary, recruitment and selection, training and development and performance appraisal were conducted. Hence it was found that there is no association with the two variables i.e. employees of every designation are evenly satisfied and dissatisfied. Therefore, the author concludes that factors framed affect the overall improvement of the functioning of Reliance communication, but still there is a need for the improvement in some of the policies of HRM adopted by the organization.

Chapter five which is the core of the study presented the analysis of the various practices of human resource management adopted by the organization. It has been observed that employees of the Reliance Communication expressed satisfaction regarding most of the policies
pertaining to human resource management adopted by the organization. However there are certain areas of concern where immediate attention of the organization is required in order to make its human resource management practices more effective. These areas are Training and development of the employees where the satisfaction of the employees is not up to the mark. Another area of concern is the salary and wages of the employees where again most of the respondents are not satisfied. Besides this workers participation in the management, job security, employees grievances, work load and performance appraisal of the employees are some the areas where most o of the employees are not satisfied.

Training and development of the employees is one of the most important functions of HRM. It is observed that the training system should simply need to be engineered urgently. Training should take upon itself the task of developing effective foundation skills and competencies in work force, particularly among the new entrants which will assist them to take a proactive, self determining and flexible approach and shape their functioning in the organization and in turn their own future. Management should pay great attention to identification of right person to be appointed as faculty, systematically identify training gap, nominate right staff for right training link the training obtained with the job being performed and also encourage trained staff to test and check the knowledge that they have acquired.

It is a well known fact that the pay structure in IT sector is very high. The trends in IT pay structure in the IT industry indicated that most companies provide employees with cash heavy compensation
packages. In fact the assessment shows a cash to benefits ratio of 80:20 on average slightly higher that most other industries. Though the salary structure of the Reliance Communication is one of the best offered by the industry but to meet the ever increasing demands of the industry and to face the challenge of inflation. The company's compensation structure follows the Cost of the Company (CTC) structure that reflects the total cost of an employee to the organization. It is so designed so as to provide flexibility to the employees in structuring their benefit package. It also conforms to the regulatory framework i.e. Income Tax Rules and other applicable rules. The CTC structure also aims at initiating a performance driven culture in the organization by virtue of the variable component, Performance Linked Incentive. But still the present salary structure of the company may be revised.

The Various incentives and benefits offered over and above the salary by the organization are also matching the standards of the industry but still most of the respondents are not satisfy with them. Evidences indicate that the employee incentives and benefits however could not make expected headway in altruistically fulfilling their basic rationale due to more than one reason. Hence, they can be further improved.

It is observed that Reliance Communication has suitable share of Workers’ participation in management (WPM), but still about 48% respondents are not satisfied. Workers’ participation in management that crystallizes ‘industrial democracy’ means management of an industrial unit by the people for the people. What purposes democracy serves in
government are served by WPM in industry. The thinking that the best in man to come out, it is necessary for him to know why he is doing certain things and not the others is precisely the rationale of WPM. This can be imbued with multiplicity of justifications. WPM gives the workers a sense of belongings to the organization and also a sense of commitment to various decisions taken. These contribute to better results in an organization. The same has become the most desideratum of the time in industrial organizations. On the contrary, in the absence of WPM workers consider themselves to be just employees, having no commitment to the objectives of the organization. This in turn ultimately hinders the effective functioning and growth of the organization. Hence the need for workers’ participation in management is very crucial.

People differ in their abilities and aptitude. These differences are natural to a great extent and cannot be eliminated even by giving the same basic education and training to them. There will be some differences in the quality and quantity of work done by different employees even on the same job. Therefore, it is necessary for management to know these differences so that employees having better abilities may be rewarded and the wrong placement may be rectified through transfers. The individual employees may also like to know the level of his performance in comparison to his fellow employees so that he may improve upon it. Thus, there is great need to have suitable performance appraisal system to measure the relative merit of each employee.

The basic purpose of performance appraisal is to facilitate orderly determination of an employee’s worth to the organization of which he is
a part. However, a fair determination of the worth of an employee can take place only by appraising numerous factors some which are highly subjective, as for instance, attendance, attitude and personality etc. The objective factors can be assessed accurately on the basis of records maintained by the human resource department, but there is no device to measure the subjective actors precisely. Notwithstanding this, appraisal of these factors must be done to achieve the full appreciation of every employee’s merit.

According to data obtained it can be said that most of the employees are aware of the appraisal system. They feel that performance goals are clearly defined and confidentially maintained in appraisal meetings. They are aware of the manner in which point of success or failure is mentioned. But still about 48% of the respondents are not satisfied with the current appraisal system of the organization. Hence, some improvements are needed.

In the present competitive marketing scenario employees are asked to give their maximum efforts to meet the increasing sales targets and market share. Due to very tough competition in the market the pressure on employees to give their best is always in question. The success of an organization depends on its ability to affect continuous improvement and provide quality products and services to its customer. This will require every personnel in the organization to possess the requisite knowledge, skill and attitude. Each level of supervision should have a curriculum that addresses competencies required at that level. Hence, employees feel overburdened and it is evident from the response collected as far as work load in the organization is concerned. Work can
be a significant source of satisfaction if opportunities are provided for
the recognition and meeting of employee’s needs. Rewards for an
employee including both monetary compensation and non-monetary
recognition must meet his basic needs and conform to the three
parameters of external equity, internal equity and individual equity.
Organizational culture is extremely important to create an environment
of respect for each other build team spirit, provide enlightened
leadership and capable supervision, and show that employees are
wanted.

Any discontent or dissatisfaction, real or imaginary, experienced,
by an employee about his or her employment constitutes a grievance. In
their working lives, employees occasionally become aggrieved at their
treatment meted out to them by the supervisors or the management on
certain service conditions, managerial decisions, practices etc.
Grievances are but natural in organizations. However, like disciplinary
problems, grievances also benefit none. Hence, there is need for
handling or redressing grievances. For this, Reliance Communication
evolved a formal grievance procedure which enables it to handle
grievances satisfactorily. However, responses collected from the
employees shows that about 45% respondents are not satisfied with the
present grievance procedure of the organization. Hence there is a need
to modify the present grievance procedure of the organization.
Suggestions

On the basis of empirical findings the study makes the following suggestions having policy implications.

1. The developing countries must first develop the human resources in order to develop the IT and Communication industries in which technological innovation can occur on a large scale. Economic development can succeed only when the environment as a whole is conducive to change and innovation at all levels and on all fronts especially in IT and Communication Industry. This will require educated masses, literate and national masses.

2. The strategies supported to achieve the goal of human resources development in IT and Communication Industry include more open government, more transparent and accountable public administration and development of energetic entrepreneurship in developing countries and further liberalization of markets and goods, capital, technology. This would require joint action programmes. A new vision for global cooperation for the next century is needed.

3. The government should set up a high power committee consisting of Human Resource Management professionals, professionals from the in IT and Communication Industry, prominent economists and intellectuals to study and assess various aspects of HRM and conclude on a National Communication Policy on HRM.
4. For the upgradation of Human Resources there should be a career planning, career development and career counseling mechanism to make employees aware of the general phases of their growth and development.

5. It is the right time to accord the status of IT and Communication in priority. It is recommended that the Government of India should form a ‘HRM Board’, which should encourage the researches upon increasing potentiality of human resources. It should take many productive and aggressive steps for the promotion of HRM. The need of the hour is to tackle grassroots realities of HRM and then take some harsh measures to infuse a new blood in IT and Communication sector.

6. Another significant step to be taken is to bridge the gap between educational authorities and the industry - creating liaison groups to develop the skills required by the industry. They should help promote careers in IT and Communication to help stimulate interest in the industry as a source of employment.

7. Supply of competent and skilled Human Resources is a challenging job before the organization at managerial level. Lack of standardized HR practices, unclear growth path and non-competitive salaries have resulted in dissatisfaction in the employees. It is appropriate time to take the issues of the quality of supply of talented manpower on priority to keep the industry up on the growth path and thus to contribute to the social and economic development of India.

8. The HR practices still lack professionalism in the organizations; less salaries, long working hours, improper career path,
lack of professional growth, lack of training and development, quality of work-life and improper work-life balance are the key issues in telecom industry which need to be immediate attention in order to reduce attrition; moreover a good manpower planning, job description and specification and proper career planning is required at all levels of the organization.

9. The industry stakeholders need to ensure that there should be a strategic selection of the workforce considering long term vision and growth, and the workforce employed must possess the required certification, degree or diploma in telecom or related discipline as the eligibility to qualify the work in the industry.

10. People working at different level should be given regular and timely training inputs and refresher courses to improve their skills and abilities and to meet the needs of the industry.

11. The quality of the courses in Telecom Management offered by the Universities and Institutes need to be improved, the courses offered are very theoretical in nature and do not fulfill the industrial requirements, The curriculum needs to be revised and should be designed in consultation with the industry, the courseware should be revised frequently to meet the continuous changing requirements of the industry.

12. The situation of faculty shortage in Telecom Discipline is another problem; Universities and Institutions need to employ more faculties for teaching Telecom courses. There should be faculty developments and training programmes and refresher courses in order to
involvement in telecom education with latest trends and development in telecom industry and techniques of pedagogy.

13. Indian Universities and Institutions should tie up with famous foreign Universities in U.K., Switzerland, Thailand and Australia etc. for faculty development and students exchange programme to provide cross-cultural learning.

14. For achieving better growth Reliance Communication should adopt the following growth enables.

   a) Building a supply of the world’s best knowledge workers

   b) Creating ideal regulatory environment.

   c) Building anchor Indian IT MNCs

15. The workers and management should develop positive approach and favorable attitude to participative management. Conducting training and orientation programmes for the parties concerned can help create a conducive environment for successful application of WPM.

16. Remuneration is another essential prerequisite to retain staff, but a large number of staff leaves because they do not see individual professional growth in the organization. Money is not the only criteria governing the movement of employees, it also depends largely on the size of the organization and the growth prospects of both the organization and the employee. In order to retain staff, the organization concerned has to make employees feel that they have sufficient growth opportunity in the organization.
17. Wealth is must for a company & for that company has to plan for it .There is no ready to eat method for generating wealth .Most of the successful companies are adopting the method of creativity & innovation strategy which carry out them in their path. As we know human resource is back bone of any organization, it is sure that beyond good human resource, company is unable to achieve its profit. Competency is one of the major factor in human resource in extend to which companies are trying their level best to achieve it through proper training to employees. With the ROI strategy company can realize the actual generation of wealth.

18. Emphasis should be laid on modernization and technology that is the key for success of an enterprise.

**Direction for future research**

The study has elaborately dealt upon the role of human resource management in Reliance Communication. Further, research can be undertaken to study the role of human resource management in the IT and telecom industry as Indian Telecom industry is one of the fastest growing telecom markets in the world. In telecom industry, service providers are the main drivers; whereas equipment manufacturers are witnessing growth and decline in successive quarters as sales is dependent on order undertaken by the companies. Airtel, Reliance, Tata communication etc are some of the companies that are expected to spur the growth of Indian Economy.