CHAPTER VII

FINDINGS AND SUGGESTIONS

SUMMARY

Sustainable growth and financial performance leads to success of an organization. This depends on how well the organization’s critical resources are being utilized by its managers. The three main critical resources for any organization to succeed are financial resources, (money and securities), physical resources (tools, facilities and equipments) and human resources (people to do the work)

Organizations can raise due to the potential of their people’s capacities, skills and motivation. Organizational financial performance is the result of profitability and productivity of its people. Organizations are now a days realizing that human resources are the most important of all the resources. The effective utilization of organization’s human resources is most often the critical factor in the successful accomplishment of the organizations goals. It has become a necessity for all organizations, big or small, whether in service or manufacturing, to employ competent and motivated workers in order to succeed in business. The truly successful organization accomplishes its goal through development of its human resources to their fullest potential.

Statement of the Problem: with the advent of globalization and technical advancement the market conditions have witnessed miraculous changes and coping up with those changes along with the rising expectations has been a big challenge for the organisations. Keeping this in view the researcher focused greater emphasis on upon the concept of Human Resource Development Practices. Since the organizations realizes human resource are the most important and indeed as essential imperative for
an organization to prosper and grow, on the other side the employee development and retaining them with the organization is certainly an issue to the management in today’s knowledge based economy. The study was aimed at assessing the HRD practices and its influence on the employee training, career planning and employee development and level of employee role satisfaction in the organization.

Two telecom companies are selected for the study one is from the public sector (Barath Sanchar Nigam Limited) and another from the private sector (Bharathi Airtel) in the selected companies, the total number of middle level managers and administrative officers and executives and assistants are from various departments like HR, Marketing, sales, customer care and finance and MIS, technical and engineering etc. About 105 sample selected from each organization and a total of 210 respondents are chosen for the study. A well structured questionnaire relating to training, career planning and employee development and employee role satisfaction are administered.

Need for the Study: Due to liberalization, privatization and globalization of Indian economy many multinational players were entering in every industry particularly in telecom sector. India is one of the fastest growing economies across the globe, and telecom sector is the one sector which has been developing at a rapid rate, contributing a major share in nation’s development. The growing importance of this sector has attracted the attention of the researcher for selecting the telecom industry for the study. A well developed telecom communication system is very important for the growth of a country. Today the competition is very high in telecom industry, against this scenario the human resource play a crucial role for the success and growth of the organization. In this scenario studying of the HRD practices and their influence
on the employees is very important in the present scenario. HRD has number of qualities that make it an attractive candidate to focus on the exploration of link between organizational development level characteristics, employee training, career planning and employee development and employee role satisfaction, HRD has a relative consistency but can be managed and done well provided the superiors take necessary initiative to develop the subordinates by creating a developmental climate in the organization. Secondly the presence of career planning and employee development.

**Objectives of the Study**

**Prime Objective**

The broader objective of the study is “to study the HRD practices in Public sector (Barath Sanchar Nigam Limited) and Private sector (Airtel) telecom organizations in Andhra Pradesh with a focus on Vijayawada, Krishna district.”

**Specific Objectives of the study are:**

4) to study the socio-economic profile of the sample respondents and organizations;

2) to study the employee training as one of the HRD Practices intervention based on the opinions in the study organisations;

3) to study the career planning and employee development as core HRD practices intervention based on the opinion in the study organisations;

4) to assess the employee role satisfaction based on the opinions of the study organization; and

5) to offer pragmatic suggestions to the organizations for effective implementation of HRD practices.
METHODOLOGY: The following methodology was used to meet the objectives of the present study titled “Human Resource Development Practices in BSNL and Airtel. The Questionnaire was administered to 210 respondents from both Public and Private Telecom companies of which one belongs to Public sector (Barath Sanchar Nigam Limited) and another belongs to the private sector (Airtel). In each organization about 100 – 150 questionnaire have been administered. In some cases they were rejected.

The entire data is collected with a view to collect and provide feedback to the organizations about their HRD practices, like training, career planning and employee Development and Employee role satisfaction. The organizations that are selected are prestigious and have made a mark of themselves in the telecom (communication) activities they have taken up in view of long story of success.

Sources of Data Collection: The study includes both primary and secondary data that is collected.

Primary Data: The primary data is collected from two organizations. The sample was selected across the organizations to bring about universality of the relationship. The middle level management staff including the heads and staff of the functional departments like production, marketing, human resource, finance and systems were taken. Information was collected by administering a questionnaire designed to fulfill the objectives and to test the hypothesis, the questionnaire is divided into three sections.

❖ The first section elicits the opinions on Employee training,
❖ The second section elicits the opinions on career planning and employee development; and
The third section tries to elicit the opinions of employee role satisfaction in the organization.

A Five point Likert’s rating scale was used for the instrument drafting. The scoring scale of the questionnaire was 1=Strongly Agree, 2=Agree, 3=Neutral, 4= Disagree and, 5 =Strongly Disagree. The tool measured the five dimensions which have also been the most important HRD Practices namely, training, career planning and employee development and employee role satisfaction. On the basis of these dimensions the HRD Practices have been judged in both the organizations.

Secondary data: Information gathered from various journals like Academy of Management Journal, HRD Review, Indian Journal of Industrial Relations, (IJIR) Indian Journal of Training and Development, (IJTD) Personnel today, Business vision, HRD times, Indian Journal of Research, Southern Economist, South Asian Journal of Management, ICFAI reports and other published articles in various national and international journals, monthly journals of BSNL & Airtel. Secondary information has also been gathered from business magazines, like Business India, Business Today. The researcher has also referred various websites that have cited research studies and empirical investigation, along with the BSNL, and Airtel websites.

Though there is limited literature available on the HRD practices of training, career planning and Role satisfaction, the secondary research was beneficial in the topic selected and for acquiring necessary inputs to carry out a thorough primary research on this less researched topic.

Limitations of the study: Despite all the earnest attempts made by the researcher to elicit all required data on HRD practices in BSNL and Airtel at Vijayawada, it is subject to certain limitations.
1) the data is based on individual opinion, which may bring some bias;
2) the study has been conducted only in Vijayawada city of Andhra Pradesh due to constraints of time;
3) the sample size is also confined to the responses of 210 respondents only; therefore the conclusions drawn can not be generalized for all the public and private sector telecom companies in India; and
4) most of the respondents were reluctant to express their opinion freely.

Findings of the study:

1) It is found from the analysis that majority of sample respondents accounting for 70.5 percent of Airtel compared to 59.1 percent in the case of BSNL are male respondents, whereas 40.9 percent of BSNL respondents against 29.5 percent of respondents in Airtel are female.

2) It is observed that in BSNL and Airtel units majority of the sample respondents of about 46.7 percent in the case of BSNL as compared to 40.9 percent of Airtel belong to the age group of 31-40 years, followed by 21-30 years of age group, where 24.7 percent of BSNL against 36.2 percent of Airtel, again those respondents in the age group of 50 and above constitute a minor share of 13.3 percent in BSNL against 7.6 percent in Airtel respectively.

3) It is evident from the analysis that in BSNL and in Airtel units majority of the sample respondents of about 40.0 percent of Airtel against 39.5 percent in BSNL posses post graduation level education, followed by 30.4 percent in the case of BSNL against 25.7 percent in Airtel posses graduation level of qualification on the other hand 29.5 percent of Airtel against 23.8 percent of BSNL are with technical qualification, whereas 4.7 percent in both the units were with intermediate qualification.
4) It is observed from the analysis that majority of the sample respondents of about 33.3 percent in Airtel against 31.4 percent in BSNL are with the experience of 6-10 years, followed by 40.9 percent of Airtel compared to 25.7 percent of BSNL are with the experience of 1-5 years, against 19.5 percent of BSNL as compared to 9.5 of Airtel have more than 15 years.

5) It is found that a majority of sample respondents are married in both units, as about 88.5 percent in BSNL against 67.6 percent in Airtel are married, on the other hand 30.5 percent in Airtel as compared to 9.5 percent of BSNL respondents respective are unmarried, whereas just 1.9 percent of respondents were divorced in Airtel none has been found in the case of BSNL.

6) It is observed from the analysis that majority of respondents accounting for 49.5 percent in Airtel against 44.7 percent in BSNL are in the salary range of 20001-30000, followed by 39.5 percent of Airtel respondents as compared to 30.4 percent of BSNL respondents are in the salary range of 10001-20000, conversely, 21.9 percent of BSNL respondents as compared to 5.7 percent of Airtel respondents are in the salary range of 30000 and above whereas a meagre 5.7 percent in the case of Airtel against 2.8 percent in the case of BSNL are in the salary range of below 10,000.

7) It is found from the analysis that majority of respondents with one dependent account for 33.3 percent of Airtel against 28.5 percent of BSNL. Followed by, 26.7 percent in the case of BSNL against 21.9 percent in the case of Airtel have two dependents, against 25.7 percent of Airtel respondents as compared to 18.5 percent of BSNL respondents have four and above dependents.

8) It is found from the analysis that majority of the respondents agreed to the statement that senior staff take interest and spend time with new Recruits
during training. Out of total sample respondents, 36.1 percent of Airtel as compared to 28.5 percent of BSNL agreed to the statement, while a meagre 6.8 percent of BSNL against 4 percent of Airtel have strongly disagreed. It can be concluded from the analysis senior staff take interest and spend time as Airtel have taken more interest as compared to Public sector undertaking (BSNL)

9) It is observed from analysis that majority of the respondents in two units have endorsed a positive note on the statement, that the norms and values of the company were clearly explained to the new employees during induction. It is observed that 40.0 percent of Airtel respondents against 38.4 percent of BSNL agreed to the above view, whereas a meagre 10.4 percent against 8.5 percent of respondents respectively stated strongly disagreed. It is also found from the analysis the positive note more with Airtel than BSNL. The Chi-Sq = 5.688, P-Value = 0.224.

10) It is observed from the study that majority of the respondents in both the units have expressed a positive note on the statement that training programmes are well-planned in advance. Out of total sample respondents, about 36.1 percent of BSNL respondents against 30.5 percent of Airtel respondents stated agreed to the statement, whereas a meagre 7.8 percent of Airtel respondents against to 5 percent of BSNL respondents have strongly disagreed, however in between two units the response is mixed.

11) It is evident from the analysis that 29.6 percent of Airtel respondents against 23.8 percent of BSNL respondents stated that they agree to the statement, that training programmes are given adequate importance, while a meagre 9.5 percent as compared to 5.7 percent of respondents respectively strongly
disagreed. Further it can be concluded from the analysis that agreeableness and strong agreeableness between companies is mixed in nature.

12) It is found from the study that majority of respondents in both the units expressed on a positive note to the statement that training programmes provide an excellent opportunity for new comers to learn about organization. It is observed that out of total sample respondents 46.7 percent of Airtel against 38.2 percent BSNL stated agreed whereas a meagre 6.6 percent of BSNL and 5.7 percent of Airtel respondents stated that strongly disagreed. It can be concluded from the analysis that the extent of agreeableness and strongly agreeableness is more with Airtel than the BSNL.

13) It is observed from the study that majority of respondents stated positive in both the companies to the view that new Recruities found training very useful in acquiring ethics & values of the company. It is observed that about 34.3 percent of BSNL respondents as compared to 32.3 percent of Airtel stated agreed with the statement, while a meagre 7.6 percent of Airtel against 4.8 percent of BSNL stated strongly disagreed. It can be concluded that the extent of agreeableness and strongly agreeableness between companies is mixed in nature.

14) It is surprising that, out of total sample respondents, about 30.5 percent of Airtel respondents against 19.1 percent of BSNL respondents stated strongly agreed to the statement that training is of sufficient duration, against the above, it is dissatisfying that 38.1 percent of BSNL respondents as compared to 27.7 percent of Airtel respondents disagreed.

15) It is found from the study that majority of respondents endorsed a positive note to the statement that new Recruities found training a very useful
experience in getting acquaintance to the work environment. It is observed that 45.7 percent of Airtel respondents against 35.2 percent of BSNL respondents stated agreed, while a meagre 5.7 percent against 3.8 percent of respondents respective of the units stated strongly disagreed. It is also found that in between the two units agreeableness and strongly agreeableness is more identified with Airtel Company than BSNL.

16) It is found from the study that majority of respondents endorsed a negative view over the statement that training programmes are periodically evaluated and improved. It is dissatisfying to observe that as much as 33.1 percent of Airtel respondents as compared to 30.4 percent of BSNL stated disagreed, and it is also found that majority of respondents disagreeableness and strong disagreeableness is more identified in Airtel and BSNL.

17) It is found from the study that majority of respondents stated positive to the statement that training has sufficient subject content. Out of total sample respondents, about 48.5 percent of Airtel respondents against 39.1 percent of BSNL respondents stated agreed, whereas measly 10.3 percent of BSNL against 7.7 percent of Airtel respondents stated strongly disagreed. It can be concluded from the analysis that training has sufficient subject content however in between the units Airtel has higher level of agreeableness as compared to BSNL.

18) It is observed from the study that majority of the respondents agreed to the statement that new recruitees are satisfied with the training programmes. About 40.1 percent of BSNL respondents against 36.2 percent of Airtel respondents stated agreed to the above statement, while 13.3 percent of BSNL against 11.4 percent of Airtel respondents of the respective units stated
disagreed. It is also found in between the units the extent of agreeableness is found more with BSNL whereas strongly agreeableness is more found with Airtel.

19) It is found from the study that majority of the respondents stated positive on the statement, that training programmes are handled by the competent faculty. It is satisfying to observe that out of total sample respondents about 43.8 percent of Airtel respondents against 32.3 percent of BSNL respondents stated agreed to the statement, while a meagre 9.5 percent of BSNL against 7.7 percent of Airtel respondents respectively stated that they strongly disagree. It can be concluded from the analysis that in between two units the extent of agreeableness is mixed in nature.

20) Regarding the statement human relations competencies are developed through training in human skills, it is found that majority of respondents in both units stated positive. About 38.2 percent of Airtel respondents against 32.4 percent of BSNL respondents stated that strongly agreed to the statement, whereas 12.4 percent against 3.8 percent of respondents of the respective units strongly disagreed. It can be concluded that majority of respondents in two units endorsed a positive, compared to less percent who endorsed negative.

21) It is found from the study that majority of respondents stated positive to the statement in both units, that process in place for assessing the employees training needs. Out of total sample respondents about 41.0 percent of Airtel respondents against 32.3 percent of BSNL stated agreed to the statement, while a meagre 8.6 percent against 8.5 percent of respondents respectively stated strongly disagree to the statement. It is also found that agreeableness
and strongly agreeableness is identified more with Airtel as compared to BSNL.

22) It is observed from the study that respondents of two units have endorsed positive view to the statement that identification of training needs is done on systematic basis. About 31.4 percent of respondents of Airtel against 24.8 percent of BSNL respondents stated strongly agreed to the statement, as compared to a meagre 10.5 percent of BSNL against 9.5 percent of Airtel respondent stated that strongly disagree to the above statement. It is also found that mixed trend is observed between two units regarding the extent of agreeableness and strong agreeableness.

23) It is found from the study that majority of respondents endorsed positive view to the statement, that training programmes are designed after considering need & requirement of the employees. It is further observed that out of total sample respondents about 42 percent of Airtel against 22.8 percent of BSNL respondents stated strongly agreed, whereas measly 2.8 percent against 10.5 percent of the respondents respectively stated strongly disagreed. It is also found from the analysis that the level of agreeableness and strong agreeableness regarding the statement is more identified with Airtel as compared to BSNL.

24) It is evident from the study that respondents of two units stated positive to the statement that feedback from the performance appraisal system has been taken into consideration while conducting training programmes. Out of total respondents 38.1 percent of Airtel against 19.1 percent of BSNL stated strongly agreed, whereas a paltry 5.7 percent against 6.6 percent of respondents respectively strongly disagreed. It is also found that the extent of
agreeableness is higher regarding the fact that feedback from the performance appraisal system has been taken into consideration while conducting training programme as compared to disagreement of employees of two selected companies.

25) It is found from the study that response of the respondents is positive regarding the statement that employees in the organization participated in determining the content of training they need. It is satisfying that, about 48.5 percent of Airtel respondents against 41 percent of BSNL respondents stated agreed, while measly 2.8 percent of Airtel against 9.5 percent of BSNL respondents respectively strongly disagreed.

26) It is observed from the study that majority of the respondents stated positive to the statement that widely shared training and development policy in the organization. About 43.8 percent Airtel respondents against 23.9 percent of BSNL respondents stated agreed to the statement, as compared to 13.3 percent against 10.4 percent of respondents of the respective units strongly disagreed to the same statement.

27) It is found from the study that respondents of two units stated positive to the statement that training calendar provides in detail number of training programmes to be organized to the employees during a year. About 49.5 percent of Airtel respondents against 36.2 percent of BSNL respondents stated that agreed, whereas a meagre 8.5 percent against 5.8 percent of respondents of respective units stated strongly disagreed. It is also found from the analysis in between two units the opinion is mixed.

28) It is observed from the study that difference of opinions between the companies is found that Airtel respondents stated that positive, whereas BSNL
respondents stated negative to the statement that sufficient allocation of funds is there in budget to conduct training programmes it is evident that about 37.2 percent of Airtel respondents against 19.0 percent of BSNL respondents stated agreed to the view. It is dissatisfying that as much as 29.6 percent of BSNL respondents against 9.6 percent of Airtel respondents disagreed to the same statement. It is also found that majority of the respondents in Airtel stated positive, disagreement is more with BSNL over the statement.

29) The analysis demonstrates that majority of the respondents endorsed positive view on the statement that training programmes organised to help and improve one’s capability and potential in both the units. It is evident that out of total sample respondents about 47.7 percent of Airtel respondents against 30.4 percent of BSNL stated strongly agreed to the above view, whereas as little as 6.7 percent against 11.3 percent of respondents of the respective companies stated strongly disagreed and it is discomforting to conclude that in between units the opinion is very much mixed.

30) It is dissatisfying to observe from the study that majority of respondents in two units stated negative on the statement that employees are given training before they are placed in new jobs/assignment. It is dissatisfying that as much as 33.4 percent of BSNL respondents as compared to 31.4 percent of Airtel respondents stated that disagreed to the statement. Against 21.9 percent of Airtel respondents as compared to 16.1 percent of BSNL respondents stated strongly agreed to the statement.

31) Regarding the statement that there is a strong supportive climate for training it is found that majority of the respondents stated positive. It is satisfying that about 39.0 percent of Airtel respondents against 37.1 percent of BSNL
respondents stated agreed, whereas as little as 8.6 percent against 8.1 percent of respective units stated strongly disagreed. However, in between the two units the dice is in favour of Airtel units as compared to BSNL.

32) It is found from the study that majority of respondents stated positive to the statement that employee training is congruent with career plans. About 46.7 percent of Airtel respondents against 37.2 percent of BSNL respondents stated that agreed, while a meagre 6.7 percent against 7.6 percent of two companies respondents stated strongly disagree. It is also found that a mixed reaction is observed between the units over the statement.

33) It is observed from the study which apparently infers that the extent of disagreeableness is greater than agreeableness over the statement. It is dissatisfying to observe from the data that about majority 37.1 percent of BSNL respondents as compared to 35.3 percent of Airtel respondents stated that disagreed to the statement, whereas 21.0 percent of Airtel respondents against 20.1 percent of BSNL respondents stated agreed. It can be concluded from the above analysis that the extent of disagreeableness is higher regarding the fact that employees are helped to acquire technical knowledge and skills through training as compared to the extent of agreeableness over the statement among the respondents of the two units.

34) Through the analysis it is evident that majority opinions weighed positive. About 49.6 percent of Airtel respondents as compared to 35.2 percent of BSNL respondents stated agree to the view, as compared to 18.1 percent and 4.7 percent of respondents respective units stated strongly disagree. Further it is to be recognized that extent of agreeableness and strongly agreeableness is identified more with Airtel as compared to BSNL.
The analysis demonstrates that majority of the respondents endorsed a positive view on the statement that employees returning from training as they are given adequate free time to reflect and plan for improvement in the organization. It is evident that about 47.7 percent of Airtel respondents against 37.1 percent of BSNL respondents stated that agreed, whereas measly 2.8 percent and 6.7 percent of respondents respective of the units stated strongly disagreed. It is also observed between the units as to the extent of agreeableness is higher with Airtel whereas the extent of strong agreeableness is higher with BSNL.

Regarding the statement, the results of training programmes are monitored, it is observed from the analysis that greater part of the respondents stated positive. Out of total sample respondents 35.4 percent of Airtel against 22.8 percent of BSNL stated strongly agreed to the view, whereas as little as 8.6 percent and 9.5 percent of respective two companies stated strongly disagreed.

It is found from the study that opinion showcases that positive tendency is greater than negative. About 44.9 percent of Airtel respondents against 33.4 percent of BSNL respondents stated that agreed to the statement that the organization measures the return on investment (ROI) on training, while a meagre 10.5 percent against 3.8 percent of respondents of the respective units stated strongly disagree to the above statement. It can be concluded from the analysis that the extent of agreeableness and strong agreeableness tilted more in favour of Airtel as compared to BSNL.

It is observed from the study that greater part of the respondents stated positive to the statement that employees returning from trainings are given opportunities to tryout what they learnt. It is observed that 43.8 percent of BSNL respondents against 35.2 percent of Airtel respondents stated that
agreed, while a meagre 9.5 percent against 4.8 percent of respondents of the respective units stated strongly disagreed. Further, it is concluded from the analysis that in between the units the opinion is very much mixed.

39) It is found from the study that majority of the respondents stated that positive over the statement that employees are sponsored for training they take it seriously and tryout to learn from the programme they attend. About 38.1 percent of BSNL respondents against 37.1 percent of Airtel respondents stated agreed to the above view, while a meagre 8.6 percent and 6.7 percent of respondents of the respective units stated strongly disagreed

40) It is found from the analysis that greater part of the respondents stated positiveness to the statement that organization has a conducive environment to achieve proper career planning and employee development. Out of total sample respondents about 40.9 percent of Airtel respondents against 25.7 percent of BSNL respondents strongly agreed, whereas a meagre 7.8 percent against 10.4 percent of respondents respectively strongly disagreed. Further it can be concluded from the analysis that mixed opinion is observed between the two units over the statement.

41) It is observed from the analysis that majority of the respondents stated positive on the statement that employees in the organization have better prospects as company designs better career plan. Out of total sample respondents about 39.2 percent of Airtel against 32.5 percent of BSNL stated agreed, while 10.4 percent of BSNL against 6.6 percent of Airtel respondents of the respective units strongly disagreed.

42) It is found from the analysis that extent of positiveness is greater than negativeness over the statement that the organization creates awareness on the
existence of formal career plans on regular basis. It is found that about 37.3 percent of BSNL respondents against 36.2 percent of Airtel respondents stated agreed to the statement, whereas 11.4 percent against 7.6 percent of the respective companies strongly disagreed. It can be concluded from the analysis that the extent of agreeableness is higher regarding the fact that organization creates awareness on the existence of formal career plan on regular basis as compared to the extent of disagreeableness over the statement among the respondents of the two sample units.

43) Regarding the statement career paths are shared with employees by top management it is found that majority of the respondents stated positive on the statement. It is observed that out of total sample respondents about 46.6 percent of BSNL against 36.2 percent of Airtel stated agreed, as compared to 10.4 percent and 10.4 percent of respondents respectively of the two units disagree to the above view. It is also found from the analysis that extent of agreeableness regarding the statement that Career paths are shared with employees by top management is higher as compared to who disagree from two selected units.

44) It is found from the study, about 37.2 percent of Airtel respondents against 26.7 percent of BSNL respondents stated agreed to the statement that there is a great extent of individual’s participation in deciding the career plan & Development, whereas 14.2 percent of Airtel and 10.4 percent of BSNL respondents respective of the two units disagree to the same statement. It can be concluded from the analysis that mixed opinion is noticed from the two units over the statement.
45) It is observed from the analysis that the extent of agreeableness is greater than disagreeableness over the statement that Career planning improves morale and motivation by matching skills to job requirement. About 37.2 percent of BSNL compared to 36.3 percent of Airtel respondents stated agreed, while 9.5 percent against 5.8 percent of above two companies respectively stated strongly disagreed. It can be concluded from the analysis that majority of the respondents of the two selected units have stated that career planning improves morale and motivation by matching skills to job requirement as compared to those who disagreed.

46) It is interesting to observe that majority of the respondents have expressed positive view on the statement that the organization future plans are known to managerial staff to help juniors and prepare them for future. Out of total sample respondents about 39.0 percent of Airtel against 31.4 percent of BSNL stated that strongly agreed, whereas 10.6 percent of Airtel respondents against 9.6 percent of BSNL respondents stated that strongly disagreed.

47) It is interesting to observe from the study that the difference of opinions was found between the units as majority of the respondents in BSNL who expressed a negative on the statement as compared to Airtel. It is observed that out of total sample respondents about 35.3 percent of Airtel against 24.8 percent of BSNL stated agreed to the statement, while 18.2 percent of BSNL respondents and 13.3 percent of Airtel respondents stated strongly disagreed. It is also found that extent of agreeableness is higher regarding the fact that organization consider the employees for future positions as compared to the extent of disagreeableness over the statement among the respondents of the two sample units.
It is observed from the study that the majority of the respondents in both the units expressed a positive on the statement that the organization’s corporate growth plans are not kept secret. About 40.0 percent of BSNL respondents against 35.2 percent of Airtel respondents stated agree to the statement, whereas 13.3 percent of Airtel respondents against 10.5 percent of BSNL respondents have strongly disagreed. It can be concluded from the analysis that majority of the respondents of the two selected units have stated agreed the organization’s growth plans are not kept secret as compared to those who disagreed.

It is observed from the study that majority of the respondents stated positive to the statement top management updates the information about career paths on regular basis, About 29.6 percent of Airtel respondents against 19.0 percent of BSNL respondents stated that strongly agreed, whereas 10.5 percent of BSNL and 8.5 percent of Airtel respondents respectively strongly disagreed to the same view. It can be concluded from the analysis that top management updates the information about career paths on regular basis is more identified with respondents of Airtel as compared to BSNL and disagreeableness sounds well with BSNL.

It is found from the study that greater part of the respondent stated positive to the statement organization has a clear policy on career planning and employee development. Out of total sample respondents 37.2 percent of BSNL respondents against 33.4 percent of Airtel respondents stated agreed, whereas 15.2 percent of Airtel against 14.3 percent of BSNL respondents strongly disagreed.
51) It is evident from the analysis that majority of the respondents in both the units stated on a positive note over the statement that current HRD policies are relevant to employee career planning & development. About 39.1 percent of Airtel respondents against 28.5 percent of BSNL stated agreed, while 13.4 percent of BSNL respondents against 6.7 percent of BSNL respondents have strongly disagreed to the view. It can be concluded that the extent of agreeableness is higher as compared to the extent of disagreeableness over the statement among the respondents of the two sample units. However, a mixed reaction is registered between two units over the statement.

52) It is interesting to observe from the study that majority of the respondents stated positive over the statement that career planning to provide avenues for growth to its employees in the organization in the both units, respondents accounting for 39.0 percent of BSNL respondents against 35.3 percent of Airtel respondents stated agreed, whereas 10.4 percent of Airtel respondents and 6.7 percent of BSNL respondents have strongly disagreed to the above statement. It can be concluded from the analysis that mixed reaction is recorded between the two units over the statement.

53) It is found from the study that majority of respondents stated top management is willing to invest a considerable part of their time and other resource to the development of employees. Not less than 39.0 percent of Airtel respondents against 26.7 percent of BSNL respondents stated that agreed to the statement, while 12.4 percent against 8.6 percent of respondents respectively from two units stated strongly disagreed. It can be concluded from the analysis as stated by majority that top management is willing to invest a considerable part of
their time and other resources to the development of employees as compared those who disagree.

54) It is observed from the study that responses of the respondents regarding HRD team advice and counsel the employees for development of their career. It shows that extent of agreeableness is greater than disagreeableness as 33.3 percent of Airtel respondents against 20.9 percent of BSNL respondents stated that strongly agreed, whereas 14.2 percent of Airtel and 11.4 percent of BSNL respondents respectively strongly disagreed to the above view. However it can be concluded from the analysis mixed reaction is observed between two units over the statement.

55) It is dissatisfying to observe from the analysis that majority of the respondents in both the units stated negative to the statement. It is found that 25.8 percent of Airtel respondents against 22.9 percent of BSNL respondents stated that disagree to the above statement, while 20.0 percent of Airtel against 17.1 percent of BSNL respondents respectively stated that strongly agreed to the statement. It is dissatisfying to conclude from the above analysis that the extent of disagreement is more with the respondents of sample units regarding providing equal opportunities to all employees in the organization than respondents who agreed to the above viewpoint.

56) It is found from the study that majority of the respondents stated positive to the statement that the top management of the organization makes efforts to identify & utilize the potential/talent of the employee. It is observed that out of total sample respondents 37.1 percent of BSNL against 34.2 percent of Airtel respondents stated agreed, while as little as 8.5 percent and 7.7 percent of respondents respectively of the two units stated that strongly disagree to the
above same view. Further it can be concluded from the analysis that mixed reaction is observed between two units over the statement.

57) It is found difference of opinions between units as majority respondents of 27.7 percent of BSNL disagreed over Airtel respondents of 22.8 percent who agreed over the statement employees are encouraged to experiment with new methods and tryout creative ideas. Contrarily strong disagreement outclassed strong agreement (13.3 percent) over the statement. However, mixed reaction is observed between units.

58) It is found from the analysis that majority of respondents in both the units stated positive on the statement that helping the staff to claim for internal promotions. About 37.1 percent of BSNL respondents against 25.7 percent of Airtel respondents stated that agreed to the statement, whereas 13.4 percent of Airtel and 11.4 percent of BSNL respondents of the two units respectively stated that strongly disagreed to the statement. It can be concluded from the analysis that majority of the respondents of the two selected units have stated positive over the statement as compared to those who expressed disagreed.

59) It is found that extent of agreeableness is greater than disagreeableness to the statement that organization is keeping employee records update. Out of total sample respondents 48.6 percent of BSNL against 37.1 percent of Airtel stated agreed, whereas 10.5 percent and 10.4 percent of respondents of the two units respectively stated that disagree to the above view.

60) It is observed that and majority of respondents expressed negative on the statement that management makes sure all staff enjoy with their career development in both the units. It is dissatisfying to observe that majority of 29.5 percent of BSNL as compared to 20.1 percent of Airtel respondents stated
disagreed, whereas 18.0 percent of BSNL against 15.2 percent of Airtel respondent respectively stated strongly agreed. It is dissatisfying to conclude from the above analysis that the extent of disagreement is more with the respondents of BSNL regarding the statement management make sure all staff enjoy with their career development than the respondents agreed to the viewpoint.

61) It is found that from the study that the extent of agreeableness is greater than disagreeableness to the statement that the fairness of employee development. It is evident that 36.2 percent of Airtel against 25.7 percent of BSNL respondents stated agree to the statement, whereas 16.2 percent and 13.5 percent of respondents respectively stated strongly disagreed to the above view. It can be concluded from the analysis that majority of the respondents of the two selected units have agreed as compared to those who disagreed.

62) It is found that difference of opinion from two units that in case of Airtel majority of respondent stated positive, whereas in case of BSNL majority of the respondents stated negative to the statement that Action plans are prepared to improve employees career plans and development about 25.8 percent of BSNL respondents disagreed to the statement, against 20 percent agreed and 19 percent of respondents of the same unit have strongly disagreed against 16.1 percent strongly agreed. Whereas 18 percent of respondents have strongly agree, against 10.4 percent who have strongly disagreed.

63) It is found from the analysis that majority of the respondents in both units endorsed a positive note to the statement that organization supports the employees in utilizing their potential in future interest. About 39.2 percent of BSNL respondents against 35.2 percent of Airtel respondents stated strongly
agreed, while 8.5 percent and 7.7 percent of respondents of the two units respectively stated strongly disagreed. It can be concluded from the analysis that a mixed reaction is observed between the units over the statement.

64) It is observed from the analysis that majority of respondents stated positive to the statement, that career development programmes of an organization can produce realistic employees expectations. About 35.2 percent of Airtel respondents against 22.9 percent of BSNL respondents stated strongly agreed to the statement, whereas 13.4 percent and 10.5 percent of respondents of the two units respectively stated that strongly disagreed.

65) It is dissatisfying to observe from the analysis that majority of the respondents in both the units stated negative to the statement that Development of subordinates is seen as an important part of their job by the managers/officers. It is evident that about 27.6 percent of BSNL respondents as compared to 20.0 percent of Airtel respondents who stated disagree to the statement, whereas 14.2 percent of Airtel respondents against 12.3 percent of BSNL respondents stated strongly agreed.

66) It is observed from the analysis that majority of the respondents stated positive in both the units regarding the statement that seniors delegates authority to juniors they use it an opportunity for their career development. Out of total sample respondents 36.2 percent of Airtel against 34.2 percent of BSNL agree to the statement, whereas a meagre 10.4 percent against 9.5 percent of respondents of two respective units stated strongly disagreed. It can be concluded from the analysis that majority of the respondents of the two selected units have agreed as compared to those who disagreed. The Chi-sq = 0.998 and the p-value = .0910
67) Regarding the statement Job rotation in the organization facilitates employee development; it is found that greater part of the respondents stated that positive to the statement. About 35.2 percent of BSNL respondents against 32.4 percent of Airtel respondents agreed, whereas 15.2 percent against 10.4 percent of respondents respectively stated strongly disagreed. It can be concluded from the analysis that in between the units Airtel respondents opinion remain high as compared to BSNL over the statement.

68) It is observed that majority of the respondents in both units endorsed a negative view to the statement that doing something challenging and worth while, It is dissatisfying to observe that out of total sample respondents 46.7 percent of Airtel against 27.6 percent of BSNL expressed that there is no opportunity, whereas quite a good deal of opportunity to do something challenging as stated by meagre percentage of 13.3 and 9.5 of the respective companies. It can be concluded from the analysis that majority of respondents of two selected units have expressed negative as compared to those expressed as positive.

69) It is found that the respondents of the two selected units stated a negative on the statement that making an impact on others. It is dissatisfying to observe that 46.7 percent of Airtel respondents against 38 percent of BSNL respondents expressed that there is very little opportunity, whereas a meagre percentage of 12.3 and 9.5 of the respective companies stated positive.

70) It is found from the study that the response regarding the statement admonishing those who do not perform in both units expressed positive. It is observed that 34.3 percent of Airtel respondents against 24.8 percent of BSNL respondents expressed that there is Quite a deal of opportunity, while a meagre
percentage 10.4 percent and 7.7 percent of respondents expressed that there is a great deal of opportunity.

71) Regarding the statement that working in friendly environment majority of the respondents stated positive. About 42.8 percent of Airtel respondents against 39.0 percent of BSNL respondents expressed that there is quite a deal of opportunity, while as little as 7.6 percent against 6.6 percent of respondents expressed that there is no opportunity. It can be concluded from the analysis that majority of respondents of two selected units have expressed positive regarding fact that working in friendly environment as compared to those who expressed negative.

72) It is found from the study that about 39.1 percent of Airtel respondents against 31.4 percent of BSNL respondents expressed that there is quite a deal of opportunity to the view doing something useful to others, while a meagre 6.6 percent and 4.8 percent of respondents respectively stated that there is no opportunity to the same above view, It can be concluded in between two units the positive opinion clings in favour of Airtel as compared to BSNL.

73) It is observed that majority of the respondents endorsed a positive on the statement that getting immediate feedback on performance. About 40.9 percent of Airtel respondents against 22.9 percent of BSNL respondents expressed that there is quite a deal of opportunity, whereas 17.2 and 5.7 percent of respondents respectively stated that there is no opportunity. It can be concluded from the analysis that in between two units the positiveness is split mixed.

74) It is observed from the analysis that about 40.9 percent of Airtel respondents against 29.5 percent of respondents stated that there is a quite deal of
opportunity, to the statement practice of autonomy and work independently whereas 11.5 percent against 9.5 percent of respondents respective units stated that there is no opportunity to the above practice.

75) It can be concluded from the study that the majority of respondents of two selected units have expressed positive regarding the practice of directing and instructing people working below as compared to less percentage who expressed negative. It is evident that about 36.2 percent of BSNL respondents against 33.3 percent of Airtel respondents expressed that there is quite a deal of opportunity, whereas a little as 6.7 percent and 5.7 percent of respondents respectively expressed that there is no opportunity.

76) It is found that about 40.0 percent of Airtel respondents against 36.2 percent of BSNL respondents who expressed that there is quite deal of opportunity to the practice maintaining close relations, whereas a meagre 7.6 percentage and 6.7 percent of respondents respectively expressed that there is no opportunity to the practice. It is also found from the analysis that in between the units thus is greater amount mixed reaction among the respondents of two units and the practice.

77) Regarding the statement that developing junior colleagues (or) subordinates greater portion of the respondents stated positive over the work practice. It is found that 38.2 percent of Airtel respondents against 25.8 percent of BSNL expressed that there is quite a deal of opportunity, as compared to meagre 13.3 percentage and 6.6 percent of respondents of the two units respectively expressed that there is no opportunity at all over the practice.

78) It is found from the analysis that difference of opinions existed between the units that majority of respondents in Airtel endorsed a positive note to the
work statement, whereas greater part of the BSNL respondents stated negative to the statement that setting standards of excellence as 42.8 percent of Airtel respondents against the 26.7 percent of BSBL respondents expressed that there is a quite deal of opportunity, whereas 19.1 percent and 6.7 percent of respondents respectively stated that there is no opportunity to the above work norm. It can be concluded from the above analysis that it is quite gratifying that their work norm is more positive in Airtel as compared to BSNL as per the opinions of the respondents.

79) It is dissatisfying to observe from the analysis that greater part of the respondents in both the units stated negative to the statement that giving ideas or suggestions to superiors. It is found that out of total sample respondents about 32.3 percent of BSNL against 28.6 percent of Airtel expressed that there is very little opportunity. It can be concluded from the analysis that in between two units there is mixed reaction regarding the level of dissatisfaction.

80) It is found from the analysis that greater part of the respondents who expressed positive to the statement that sharing feelings and emotions with others. It is evident that about 47.6 percent of BSNL respondents against 45.7 percent of Airtel expressed that there is a quite deal of opportunity, whereas a meagre 13.3 percent against 7.6 percent of respondents of the companies expressed that there is no opportunity for the same view. It is also found that in between the units mixed opinion prevailed over the work practice.

81) Regarding the statement efficiency was rewarded as majority of the respondents stated positive. It is observed that 42.8 percent of Airtel respondents against 37.2 percent of BSNL respondents expressed that there is Quite a deal of opportunity, while a meagre 12.4 percent and 11.4 percent of
respondents respectively expressed that there is very little opportunity to the view that efficiency was rewarded. It can be concluded from the analysis that in between units there is wide gap of mixed reaction.

82) It is observed from the analysis that majority of respondents in both units stated positive to the statement that provision of allowances and medical facilities. It is observed that majority of 50.5 percent of BSNL respondents against 48.6 percent of Airtel respondents expressed that there is Quite a deal of opportunity, whereas a little 9.5 percent against 8.6 percent of respective companies respondents expressed that there is very little opportunity for the same view. It can be concluded from the analysis that there is mixed reaction between the units which speaks positive over the provisions of companies.

83) Regarding the statement that communication protocol from top to bottom and bottom to top, it is dissatisfying to observe majority of the respondents in both the units stated negative to the work practice. About 42.0 percent of BSNL respondents against 34.3 percent of Airtel respondents expressed that there is no opportunity whereas 19.0 percent of BSNL against 17.1 of the respondents stated it is a quite deal of opportunity. It can be concluded from the analysis that the majority of respondents of two selected units have expressed negative as compared to who expressed positive. However, in between units BSNL is more negative as compared to Airtel.

84) It is found that that 29.5 percent of BSNL respondents against 28.6 percent of Airtel expressed that there is some opportunity, a meagre 16.3 percent against 15.2 percent of respondents expressed that there is no opportunity regarding the statement having a great freedom to perform job effectively.
It is observed from the study that 31.4 percent of BSNL respondents against 29.5 percent of Airtel respondents expressed that there is quite a deal of opportunity, while a meagre 12.4 percent and 9.5 percent of respondents expressed that there is no opportunity. It is also found that there is mixed reaction between the units and positiveness is more in BSNL as compared to Airtel.

It is interesting to observe that greater part of the respondents stated positive in both the units regarding the statement making contributions to significant decisions. Out of total sample respondents about 40.0 percent of Airtel respondents against 38 percent of BSNL expressed that there is quite a deal of opportunity, whereas a meagre 10.5 percent against 7.6 percent of respondents respective of the two units expressed that there is no opportunity.

It is observed from the study that out of total sample respondents about 31.4 percent of Airtel respondents against 28.6 percent of BSNL expressed that there is quite a deal of opportunity, whereas 14.3 percent and 8.6 percent of respondents respectively expressed that there is no opportunity. It is also found that more weight is tilted in favour of Airtel unit as far as the stated work practice in between two units that stretching abilities and skills.

Regarding the statement getting recognition for work done it is found that out of total sample respondents about 38.1 percent of BSNL against 36.2 percent of Airtel expressed that there is a quite deal of opportunity while, a meagre 10.5 percent and 9.5 percent of respondents of the two units respectively expressed that there is no opportunity. It is also found that in between the two units the reaction is mixed.
89) It is found that majority of the respondent stated positive to the work practice working in teams it is found that about 40.9 percent of Airtel against 37.1 percent of BSNL respondents expressed that there is Quite a deal of opportunity, while, 11.4 percent and 4.7 percent of respondents respectively expressed that there is no opportunity, It can be concluded from the analysis that it is quite gratifying that the work norm is more positive in Airtel as compared to BSNL as per the opinion of the respondent.

90) Regarding the statement helping others, it is found that greater portion of the respondents in both the units stated that positive. It is observed that 45.7 percent of BSNL respondents against 39 percent of Airtel expressed that there is Quite a deal of opportunity, while, 8.5 percent and 6.7 percent of respondents respectively expressed that there is very little opportunity over the same statement. It can be concluded the analysis that the majority of respondents expressed positive regarding the fact that helping others as compared to who expressed negative over the statement.

91) It is found that out of total sample respondents about 41.0 percent of Airtel respondents against 25.2 percent of BSNL respondents expressed that there is Quite a deal of opportunity, while, 11.4 percent and 9.5 percent of respondents respectively expressed that there is no opportunity. It can be concluded that the majority of respondents expressed positive regarding the statement participation in training and refresher course as compared to who expressed negative over the statement among the respondents of two units.
SUGGESTIONS

1) Intensive efforts should have to be initiated for designing well structured orientation programme for new Recruities which will expose them to different functions and duties in the organization.

2) An important problem to be solved is regarding insufficiency of duration of the training programme as revealed by the respondents of 38.1 percent of BSBL. It is suggested that the HRD department should ensure that the duration of training (induction/sales/customer relation/skill development, etc) programme to be increased at least by one week to 10 days so that the trainees will have a comprehensive experience which results in employee satisfaction and increased return on investment (RoI).

3) As majority of respondents of 33.1 percent of Airtel as compared to 30.4 percent of BSNL respondents stated disagree to the statement that training programmes are periodically evaluated and improved. In view of the observation it is suggested that top management and HRD departments, should ensure that the training curriculums, content and modules should be periodically evaluated and improved, to provide a fresh content so that the employees will face the any situation which they come across at their work place.

4) Sufficient content is more important for successful and meaningful training programme. It is suggested the BSNL’s training / HRD department should make sure that availability of sufficient subject content and design while conducting any training (induction, sales/technical/MIS/ customer relations etc.) programmes, which are required for regular work routine.
5) Intensive efforts should be made for designing well structured training programmes for employees, as a prerequisite for assessment of Training Needs Analysis (TNA) which is very important. Training always includes investment of time and expenditure and people. It is suggested that the training managers of BSNL more specifically have to arrange a special person and allocate time for identification of the employees training needs. Otherwise it is going to be waste of time and other resources. Application of such type exercise will enrich the trainees with the use of those skills at their work places, as 24.0 percent of BSNL respondents disagreed that the assessing the employee training needs has taken place. Hence strong action plan should be very important for smooth and successful training programmes.

6) Regarding conduct of any training programmes sufficient budget is more important, as it is found from the analysis that 29.6 percent of BSNL respondents disagreed that there is sufficient budget in place. Hence it is suggested that the training organizers are required to prepare proper action plans and submit budgets to the top management/finance department, and requisite the top management to allocate the good amount of budget, such arrangement can enhance the quality of the training programme.

7) About 33.4 percent of BSNL respondents against 31.4 percent of Airtel respondents disagreed to the statement that the employees are given training before they are placed in a new job/assignment. Against the above finding it is suggested that the HRD department and the top management of the two organizations have to put rigorous efforts for designing well structured orientation programmes for the employees before placing them in a new job, and provide a separate special training programmes based on the new role/job
of the employees. As a consequence, the employees will be enriched with the new methods and new techniques at new place, which facilitate employee satisfaction and maximum output in the organization.

8) It is suggested to provide a separate training curriculum for improving technical skills of the employees with the specialized trainers, because in today’s dynamic business environment technological changes are taking place at a very rapid pace, so that the employees will excel with refined technical skills and use them at the time of handling customers complaints and handling different situations in their regular profession as 37.1 percent of BSNL respondents as compared 35.3 percent of Airtel respondents respectively disagreed to the statement that employees are helped to acquire technical knowledge and skills through training.

9) Training programmes are more important for the comprehensive development of the employees, and it is a highly dynamic area and training system has to play a crucial role in facilitating, handling people/customers, providing feedback, create an organizational climate to improve peoples problem solving, decision making skills and creative thinking.

10) The top management efforts should be directed towards developing new career paths and new career planning schemes in the organization, which result in improving the morale, motivation, and confidence levels. These measures certainly culminate in the retention of the existing employees.

11) The HRD departments and top management together should map-out career paths for every employee based on their previous performance so that they know better where they are heading toward. HRD departments have to make it
a point to provide adequate training and development to employees at different levels to help them fulfill their ambitions.

12) About 20.0 percent of BSNL respondent expressed disagree, followed by 18.2 percent of BSNL strongly disagree to the statement that organization consider the employees for future key positions. However, promotion is a dream/objective of the every employee. It is suggested the BSNL administration and its top management should have to promote the employees for key positions instead of recruiting new people, because existing employees have a comprehensive knowledge and varied experience about the organization and its activities.

13) Regarding the statement that top management updates the information about career paths, it is found that 33.0 percent of BSNL respondents expressed that disagreed. Hence it is suggested the managers and top management of the BSNL should cultivate the practice of updating the career paths information and share with the employees in separate sessions, so that employees will have a greater confidence. Further, it is suggested that the top management should conduct a potential appraisal so that the management will have information about employees who are suitable to the higher positions.

14) It is found from the analysis that 25.8 percent of BSNL respondents disagreed to the statement that top management is willing to invest a considerable part of their time and other resources for the development of employees. In view of the above observation, it is suggested that the HRD department and the top management of BSNL have to invest time and other resources for the development of the employees, such an act certainly improves the decision
making and other professional skills of the employee, which results in the organizations to reach commanding heights.

15) The study revealed that about 48.6 percent of Airtel respondents as compared to 42.9 percent of BSNL respondents expressed negative to the statement that providing equal opportunities to the employees. Hence it is suggested the Airtel and BSNL management/HRD provide the equal opportunities (based on the performance) to the employees otherwise there is a chance to face the problem of employee retention.

16) Employees are encouraged to experiment with new methods and tryout creative ideas. However, it is revealed in the study, about 47.0 percent of BSNL respondents stated negative to the statement. Hence it is suggested the management has to, provide a chance to the employees to implement new methods and creative ideas. It is like a self management, with close monitoring and also supplements necessary inputs and resource /infrastructure from superiors. This will help in boosting up the quality, productivity and efficiency of the employees working in different segments of the organizations.

17) In order to build a culture of career development programmes, management should make sure that all staff enjoy with their career development. Efforts should also be made by the top management to develop a new career paths and new career planning schemes in the organization through providing life-time employment. Opportunities to share the responsibilities by the superior and subordinates equally and also opportunities for the lateral growth have to be provided in a substantial way, as 29.7 percent of BSNL as compared to 20.1 percent of Airtel respondents have disagreed over the statement.
18) Action plans are most important to fulfill the employees career planning and development aspirations. It is suggested that the BSNL management and HRD departments have to take steps to make separate career plans and action plans based on the upcoming projects and placements of the organization and share with the employees about the new plans and qualifications and skills required. So that the employees will be equipped, as 25.8 percent of BSNL respondents disagree to the statement that action plans are prepared to improve employees career plans and development.

19) Development of subordinates is an important part of the managers duties and responsibilities. It is suggested the Airtel and BSNL administration should pay special attention and appropriate steps should be taken give the clear instructions to the managers/officers that they should be part of the development of subordinates. It can develop the decentralization, subordinates should be a self managed, as 27.6 percent of BSNL respondents disagree and 26.7 percent of Airtel strongly disagree.

20) About 27.6 percent of BSNL against 46.7 percent of Airtel respondents stated that no opportunity, to the statement that doing something challenging and worth while. It is suggested the Airtel and BSNL management shall have to provide, challenging assignments in order to break the sense of monotony, boredom, frustration etc to which the employees are subjected to, such exercise will be helpful to know the potentiality of the employees, so that it is easy for the organization to cope with the challenging tasks, whenever they arises as it shows the strength of the organization.

21) Study revealed that 38.0 percent of BSNL respondents against to 46.7 percent of Airtel respondents expressed that there is very little opportunity, to the
statement that making an impact on others. Hence it is suggested the BSNL and Airtel managements and Human resource development departments have to create an environment making impact on the people, where it leads to new employees acting as role models. Then superior and subordinates relations will be strong and team work also will be developed.

22) It is found in the study that 32.3 percent of BSNL respondents against 28.6 percent of Airtel expressed that very little opportunity to the work practice that giving ideas and suggestions to superiors. Against the above observation, it is suggested the BSNL and Airtel top managements have to pay special attention and appropriate steps should be taken to involve the subordinates in decision making and it must also be ensured that an egalitarian culture is built within the organization to prevent ego conflicts and also develop the culture of free exchange of thoughts so that the subordinates will provide the new ideas.

23) The top management must concentrate on free flow of communication; efforts should also be made to communicate from top to bottom and bottom to top. (free flow of communication). Such arrangement of free flow of communication will certainly facilitate exchange their feelings, problems and thoughts with the management and superiors, otherwise employees will not share anything with the top management as it leads to communication gap and misunderstanding in the organization, as 42.0 percent of BSNL as compared to 34.3 percent of Airtel respondents expressed that there is no opportunity to communicate upward.