Chapter-VI

Findings and Suggestions
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The previous chapter presented the empirical investigation of the HRD practices prevailing in the public and private sector of the Indian Telecommunication Industry. The Researcher conducted an exploratory survey of the employees of BSNL and Reliance Communication at managerial and non-managerial level to get the clear picture regarding the status of the HRD practices prevailing in the selected organizations. The responses of the employees of both the companies are converted into percentage form to interpret them in easy terms. The hypotheses for the study framed on five different dimensions of HRD practices have been tested and verified with a statistical measure namely a student’s t-test. The present chapter has been prepared to discuss the findings of the study analysed by the Researcher and to offer suggestions for improving the pattern of HRD practices in telecom sector in India. The directions for future research in the respective area of concern have also been given at the end.

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 industry for the study. In this present section, the Researcher deals with the description of the research thesis, findings of the work and suggestions which are being proposed for pursuing the future research in the respective direction. The main objective of the present research project is to analyse the comparative study of Public and Private sector of Indian telecom industry regarding the HRD practices. The Researcher conducted an investigation for checking the degree of positivity in the implementation of HRD practices in these sectors. The case study selected by the Researcher is of BSNL in public sector and Reliance Communication in private sector.

The study divides the intact project into six parts. A brief outlook of the integral thesis at a glance is presented below to overview the whole lot of work compiled by the Researcher.
Chapter-I: Introductory Background of the Study

In this part, the introductory background of the complete thesis has been discussed. The objective of the study is to compare the status of HRD practices in public and private sector of telecom industry in India. The companies that have been chosen as the case study are Bharat Sanchar Nigam Limited (BSNL) in public sector and Reliance Communication in private sector. The scope of the study is designed keeping in mind the certain questions whose answers have been attempted to be traced by the Researcher in this present construct of study. This thesis has been basically carried out to analyse the HRD practices environment that exists in the public and private sector. And if they are available then upto what extent? What is the difference regarding these practices among the employees at different levels of management in the selected organizations. On what grounds the employees feels satisfied, and on what they are dissatisfied. These were the focal points which were poking the need for research in this direction.

The Research methodology adopted by the Researcher has also been discussed in this part and the literature related to HRD in different industries, on different aspects with different perspectives, has also been reviewed to understand the work patterns, to clarify the concept and to gauge the research gap for the study. Review of literature leads to the research gap which enabled the objective assessment for the construct.

Chapter-II: Human Resource Development- A Conceptual Exposition

With the advent of technology and the passage of time, academicians, Researchers, and the organizations have recognized the importance of human resource. In today’s world, this very resource of production has occupied the pivotal significance across the globe. The development and growth of any organization and/or a nation is linked with the development of its people. The second chapter undertaken by the investigator was the “Conceptual Exposition of Human Resource Development”. This part is designed to get assimilate with the term HRD. According to Prof. T.V.Rao, HRD is a continuous process to:

- Acquire or sharpen capabilities required to perform various functions associated with present and future needs of the job.
- Develop their general capabilities as an individual and enable them to exploit their inner potential.
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- Develop a congenial organizational climate in which dyadic relationship and team collaborations among sub-units are strong and contribute to the professional well-being of employees (Pareek & Rao, T.V:1981).

This definition is found to be the most significant and the most comprehensive definition of HRD. It provides a broaden horizon for understanding the terminology of Human Resource Development. In this section, the concept of HRD, its theoretical foundations, emergence is discussed along with its historical background description. There are certain sub-systems/ mechanism through which the HRD operates its functioning. These sub-systems have discussed and out of those mechanisms, the dimensions of the present work have been selected for developing the questionnaire of the survey. The Researcher has also added up the discussions including a talk over the role of government in promoting HRD at a national level and its future implications. In this chapter, a critical perception of HRD had not been overlooked.

Chapter-III: Development of Telecom Industry in India

This portion of the research thesis comprised of growth and development story of the Telecom Sector in India. History of Indian telecommunications started in 1851 when the first operational landlines were laid down by the government near Kolkata (seat of British Power) and Diamond Harbor. The telephone and telegraph system has been pioneered by Dr. William O'Shaughnessy, in India. Telecommunications has been recognized the world-over as an important tool for socio-economic development for a nation. It is one of the prime support services needed for rapid growth and modernization of various sectors of the economy. It has become especially important in recent years because of enormous growth of information technology and its significant potential for the impact on the rest of the economy. The Telecom Sector, which has the multiplier effect on the economy, has a vital role to play in economy by way of contributing to the increased efficiency. The available studies suggest that income of business entities and households increases by the use of telecom services. Thus, it contributes to the growth in GDP. The Government of India recognizes that provision of world class telecommunications infrastructure and information is a key to rapid economic and social development of the country.

To review the present scenario of the telecom industry the published annual reports, performance indicators reports by TRAI, several articles and papers related to telecom
industry has been referred. Telecom Industry in India has registered a phenomenal growth during last few years, propelled largely by the unprecedented growth of the mobile telephony and infrastructure which not only is beneficial for the telecom sector but has a multiplier effects over the entire economy. Moreover, the new corporation i.e. the 3G system is again boosting up the telecom market in an elite manner. The revenue earned from the mobile gaming sector is nearly about $250 million in the year 2010. India is the world’s second-largest telecom market. The total subscriber base (including Wireline and wireless) reached 723.3 million10 in September 2010. The wireless segment has been registering monthly mobile additions of about 15 to 2011 million subscribers. Among all the sectors, the Telecommunication sector is the only one which is attracting the highest FDI accounting for 8.1 per cent of the cumulative FDI equity inflows from March, 2000 to March, 2010. Over the past few years, a number of foreign ownership and equity regulation reforms have also been introduced in the Telecom Industry in India. Several regulatory bodies are there under whose governance the Industry operates.

Consequently, this part of the thesis brought forward the development and growth outlook of the telecom Industry of India.

Chapter-IV: Development of Telecom Industry in India (A Profile of Selected Public and Private Sector Companies)

In this chapter, the missions, visions, objectives of the selected companies in public and private sector of telecom industry have been discussed at length. In public sector, Bharat Sanchar Nigam Limited (BSNL), and in private sector, Reliance Communications ltd. has been selected by the Researcher for the purpose of an empirical analysis.

Bharat Sanchar Nigam Limited (BSNL) was formed on October 1st, 2000, and is the world’s seventh largest Telecommunication company providing comprehensive range of services in India viz; CDMA and GSM mobile, Internet, Broadband, Carrier Service, MPLS_VPN, VSAT, VoIP services, IN services etc. Within a span of five years it has occupied the position of becoming one of the largest public sector units in India. Today, it has about 47.3 million line basic telephone capacity, 4 million WLL capacity, 20.1 Million GSM Capacity, more than 37382 fixed exchanges, 18000 BTS, 287 Satellite Stations, 480196 Rkm of OFC Cable, 63730 Rkm of Microwave Network connecting 602 Districts, 7330 cities/towns and 5.5 Lakhs villages. BSNL is the only service provider, making focused efforts and planned initiatives to bridge the Rural-Urban Digital Divide ICT sector. India’s
National Telecom Backbone Bharat Sanchar Nigam Ltd (BSNL) conferred the “Telecom Circle of the Year Awards” for its key performing territorial circles, based on their revenue performance for the Financial Year 2010-11. The basic objective of the company is to become the leading telecom service provider in India with global presence. The company offers a wide variety of services to its customers like, 3G service, Internet, WiMax, Broadband, FTTH, Helpdesk, VVoIP services etc. At present, BSNL enjoys around 60 per cent of market share of ISP services.

Reliance Communications Limited (commonly called RCOM) is an Indian broadband and telecommunication company established with its main office in Navi Mumbai, India. RCOM, founded by Dhirubhai H Ambani (1932–2002), is the flagship company of the Reliance Group one of the leading business houses in India. Reliance Communications is India’s foremost and truly integrated telecommunications service provider. The ultimate mission of establishing RCOM is to attain the excellence in Communication Arena. Reliance Communications corporate clientele includes over 35,000 Indian and multinational corporations including small and medium enterprises and over 800 global, regional and domestic carriers. Reliance Communications has established a pan-India, next generation, integrated (wireless and Wireline), convergent (voice, data and video) digital network that is capable of supporting best-of-class services spanning the entire communications value chain, covering over 24,000 towns and 6,00,000 villages. Reliance Communications owns and operates the world’s largest next generation IP enabled connectivity infrastructure, comprising over 2,77,000 kilometres of fibre optic cable systems in India, USA, Europe, Middle East and the Asia Pacific region.

Hence, an in depth discussion of both the companies has been presented by the Researcher with the help of tables, graphs, and charts.

**Chapter-V: HRD Practices in Telecom Industry in India- A Comparative Study of Public and Private Sector Telecom Companies**

This chapter deals with the analysis portion of the survey study conducted by the Researcher. This present construct is based upon an empirical survey of HRD general practices in Telecom Industry in India. A comparison between the public and private sector companies has been shown. The selected companies are BSNL in public sector and Reliance Communication in private sector. Profiles of the companies have been discussed in the fourth
Chapter VI: Findings and Suggestions

It is the present chapter that comprises of the summary of the entire research thesis and deals with the findings of the study. Various suggestions offered by the Researcher for future implications on the subject have also been discussed in detail. In a nutshell, this chapter provides an overview of the manner in which the general practices of HRD are executed in the selected companies i.e. Bharat Sanchar Nigam Limited (BSNL) from public and Reliance Communication from private sector of Indian telecom industry.

Conclusions of the Study

The main objective of the study stood at empirically examining the HRD practices prevailing in the Telecom Industry in India with special reference to the public and private sector companies in India. A survey was conducted with a questionnaire comprising 32 items related to the practices of HRD, divided into five categories of Quality of Work life and Welfare measures, Organizational Development (OD), Training and Development, Performance Appraisal and Rewards, and Participative Management. Selected companies in Public and Private sector of telecom industry are BSNL and Reliance Communications respectively. The hypotheses of the study are based on these dimensions and the status of the stated variables is analyzed at managerial and non-managerial level of employees in both the
organizations. A comparative study is developed by interpreting the responses of the employees from these selected organizations.

T-test has been applied by the Researcher for analyzing the validity of the results. It is been observed that the overall results are almost satisfactory in both the organizations regarding the practices of HRD at both the levels of employees but there exist some difference in the quality of work life and welfare measures, organizational development, performance appraisal of employees at both the levels in both the organizations. Therefore, the related null hypotheses for these dimensions have been rejected, and the alternative hypotheses are accepted. Whereas, Training and development measure is found to be insignificant among the employees of BSNL and Reliance Communication at managerial level and the Researcher fails to reject the null hypothesis, while at non-managerial the null hypothesis is rejected.

The level of participation, at managerial level of employees is seen to be average in BSNL, and below average in Reliance. At non-managerial level of employees in both the companies, the difference is not significant regarding the level of participation in management decisions therefore, the Researcher fails to reject the null hypothesis, but at managerial level, the difference is significant, hence the alternative hypothesis is accepted.

The main findings of the Study are as follows:

- It is observed that the employees are given substantial importance and humanely treatment by the top management in both the companies, but the overall quality of work life and welfare measures provided to the employees of BSNL at managerial level are found to be average, and at the non-managerial level there is a fair scope for improving it, while in Reliance Communication, it is found to be good at both the levels.

- The overall status of Organizational development aspect is turned out to be very low in BSNL at both the level of employees. Whereas, in Reliance, at managerial level the Organizational development is average, and at non-managerial level it is better than managerial one but need to be more developed.

- Training and Development practices are very good in BSNL, especially at non-managerial level. Whereas at Reliance communication it needs to improve a little bit to enhance the competency of their workforce. Employees have been seen serious regarding the adequate help they have been provided at work in both the organizations. But, in BSNL and Reliance both the management need to work upon
organizing the appropriate training programs and should sponsor them according to
the genuine needs of the employees.

- In BSNL, at non-managerial level the employees are satisfied with the training and
development measures provided to them, but the findings show that at certain times,
the organization may not reward the employees for their performance at managerial
level. However, in Reliance, the overall picture of the rewards given and appraisal of
the performance of employees is good and the management is active in identifying
and utilizing the hidden potential of employees and also in making an objective
assessment of their performances.

- The practices of encouraging and motivating the level of participation among
employees in both the organizations is good and satisfactory, especially at non-
managerial level in BSNL the practices are excellent but still the organizations have a
fair scope for encouraging participative management in both the organizations.

Suggestions and Recommendations

The results and analysis of the study is expected to provide essential guidelines for
administration and managers dealing with the practices of HRD relating to the philosophy of
management, regarding participative management, performance appraisal, training and
development measures, rewards and welfare of employees issues, the quality of work life to
be provided to the employees for their mental peace and satisfaction at work etc. There is
however, lack of structured mechanism for self-evaluation of these practices. These
organizations need to focus on the important areas to identify the gaps and should strive for
continuous improvement in dealing those issues to attain competitiveness.

This study highlights the gaps that have been analyzed by the Researcher, on the basis
of responses retrieved by the employees of BSNL and Reliance at managerial and non-
managerial levels such as, the inappropriate psychological climate, lack of arrangements for
specific training programs, performance appraisal, less autonomy at work for employees at
lower levels, awareness of policies followed in the concerned organizations, participative
management, etc. The Researcher feels that these issues are not meant to be ignored and the
management must take certain steps to overcome them with time so as to attain excellence in
this competitive edge of globalization.
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The Researcher has observed various loopholes during the analysis of the present study and has come to several recommendations. The suggestions have been divided into two categories i.e. one specifically based on the analysis of the present study and the other as general suggestions for organizations implementing HRD practices.

Suggestions for Public Sector Telecom Companies

Since the present study is a comparative assessment of the HRD practices in Indian telecom industry, one sample company, namely, BSNL and RCOM were chosen for the purpose of empirical analyses. The researcher observed some difference in the prevailing HRD practices in both the companies. Hence, the improvements in HRD practices in both the sectors have been suggested on different lines. The following are the specific suggestions for improving the pace of HRD practices in public sector telecom company i.e. BSNL:

On the basis of responses of employees at both managerial and non-managerial levels in BSNL, the Researcher came to this conclusion that the success of an organization depends highly upon the manner in which it recruits, motivates, and retains its human resource. Organizations need to adopt a strategy that could improve the employee’s quality of work life to satisfy both the organizational objectives and employee needs. The present study highlights that the top management of BSNL must provide adequate welfare measures and a good working life to their employees especially at the managerial level. The employees need to be treated more humanely and in a friendly manner which could inculcate in them a sense of responsibility and trust. Open communications, equitable reward systems, healthy and congenial working conditions and a friendly environment i.e. free from any kind of bureaucracy will impact the performance of employees positively. Moreover, job rotation should be done and appropriate job description should be given to the employees. In addition to improve the work system, designing of programs which could ensure development of employees skills, the reduction of occupational stress and the development of more co-operative Labour-management relations will be helpful in improving the quality of work life and welfare measures in BSNL.

Organizational development also needs to be focused by the top management in their company at both the levels of employees. The strong support from top-level managers should be provided to the employees of the company, by understanding their issues, by having discussions with them, by encouraging employees to offer new and creative ideas for work, by promoting cooperation and team-spirit in the organization, these issues could be sort out accordingly.
Although training and development measures are found to be satisfactory, but they can be more developed if the top management tries to find out the ambiguities of the employees by developing proper communication with them and observing their performances. Appropriate training programs and seminars may perhaps be arranged to educate the employees and prepare them to face the dynamic changes of the global business environment. Special training programmes should be undertaken for developing a professional cadre of managers in the various functional areas of management.

Performance Appraisal is turned out to be low in the organization. The management could improve it by developing a defined and explicit system for appraising employees. The system would delineate the performance criteria that an employee must achieve in order to receive a certain rating. The organization could also implement the 360 degree feedback appraisal system. Appraisal of performance inculcates a motivational force among an employee to perform better, hence it is extremely important to adopt different modes to evaluate the performance and appraise them from time to time by the management for the betterment of the organization.

Participative management addresses the relationship between the organization and its workers and stakeholders. The results revealed that it is found to be good at non-managerial level but at managerial level the response is average. To improve the participation in management Knowledge development and training programs must be arranged by the top management to provide skills with a technique of group decision making and problem solving, it will promote the sense of responsibility sharing among the employees and may develop in them the confidence for leadership and thereby enables the employees to understand and contribute to organizational performance.

In addition to it, a Rewards and recognition systems that are based on the performance of the organization should be designed to encourage employees to obtain information, improve their performance and to enhance teamwork. Power sharing practices could also be implemented to ensure the development particularly in decision making, either through parallel structure practices, such as quality circles, committees, survey feedback, or suggestion systems, or work design power sharing practices such as job enrichment and redesign, self-managing work teams, mini-business units, and participation on decision-making boards and committees that enable employees to use and apply the information and knowledge effectively; key strategies include locating decisions at the lowest possible level in the organizations.
Moreover, the management should delegate more responsibilities to their juniors, involve the employees in discussions of issues and problems of the company and welcome their suggestions and opinions open-heartedly. Nominate the representatives of employees to have a voice in decision-making and maintain a friendly and humble attitude towards them resulting in a congenial and cohesive working environment with competent, responsible and loyal team of employees in the organization.

**Suggestions for Private Sector Telecom Companies**

The case study of private sector telecom companies brings into light the fact that the top management of the company i.e. RCOM must emphasize on the quality of work life and welfare measures at the managerial level of employees. And also need to pay attention towards the Organizational Development (OD) at both the levels. To cross check the effectiveness of OD in the organization the management is required to undertake the recognition of organization’s problems and influences. Before changes can be proposed, correct identification of the gaps between what an organization is trying to do and what is actually being accomplished must be made. In a way of providing good measures to the non-managerial level of employees the managerial ones are being neglected, therefore it is required to pay consideration towards the improvement of working life of the managerial level employees in the company. Though the company is very careful about the policies and practices in the organization, these employees are somewhere being ignored which the company needs to be restored. The elements in a typical QWL program includes - open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. The organizational climate directly influences the performance of the employees therefore; the management must ensure a satisfactory working climate to its employees especially at managerial level. In addition to these measures, the management of the company must arrange for adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities.

The main implication of this research for HRD system is that the management should involve managerial as well as non-managerial employees in overall HRD system. The present study strongly suggests that to implement the HRD policies effectively in either of the organization in Public or Private sector it is the responsibility of the management to focus on areas like welfare measures, training and development, performance appraisal and quality of work life.
General Suggestions

In addition to aforementioned specific suggestions, the general Suggestions for other organizations and industries that could be helpful for the management to improve their HRD practices are:

- In public sector companies, the management should emphasize on the present personnel policies and include all those matters which affect the employees and govern their services, such as promotions, trainings, perks and allowances, welfare measures, etc.
- The managerial autonomy of public enterprises should be preserved through greater delegation of power and by reducing the number of civil servants and bureaucrats on their boards of directors.
- The management should practice job rotation in the organization which maintains the zeal among the employee to work sincerely and to learn new things with a sense of responsibility.
- Superiors should guide their juniors for their career growth and advancement. Top management should make such policies which ensures the employees development and make sure that the employees are aware with the policies so formulated.
- The policies of the organization should not be in ‘lock and key’
- Superiors should guide their subordinates and cooperate with them to enable the good team spirit and openness in the organization.
- A well-integrated sound training policy should be implemented in the organization. Although the training activities are undertaken by the companies, but still there is a need arises to redesign the training system in an innovative way to introduce highly specialized programs as a measure to improve and provide skills, knowledge and expertise in the functional areas.
- A scientific system for performance appraisal should be introduced which could identify the key performance areas (KPA’s), and the qualitative and quantitative requirement of the job. Besides, a proper rating system should be evolved to present a concrete picture of the appraisal conducted.
- The management should explore the possibilities to introduce new HRD mechanism with advanced techniques.
Future Research Directions

The present study presented a comparative analysis of HRD practices in telecom industry with special reference to public and private sector companies on the basis of an empirical study. But there could be different aspects also that could be undertaken for future research. Different aspects like undertaking a distinctive variable as the major variable of study instead of HRD practices like performance appraisal in telecom industry, or A study of Total Quality Management (TQM) in telecommunication industry in India. The same study could also be taken up in different countries. Likewise, there are numerous variables that could be undertaken for further analysis. As this study has been analyzed at two levels of employees (i.e. managerial and non-managerial) in BSNL and Reliance Communications, the other perspective of studies could be the analysis of HRD practices at any one level of employees, or at three levels of employees (Top level, middle level, lower level), or with different case study the same practice could be performed. Study of HRD Climate could also be undertaken in the same companies or in different companies. More number of case studies with larger sample size could also be conducted in this regard or with different aspects in same industry i.e. Telecommunication. Moreover, this same study could also be undertaken in future in some other industries like Shipping Industry, Garment Industry, Tea Industry, Leather Industry, Sports/Entertainment Industry etc.

The conclusions of this research pave the way for several research areas and have the potential of becoming a base for auxiliary research. Since the study is empirical in nature, the conclusions have been drawn on the basis of personal views and perceptions of employees in the concerned companies. The results of different industries and different sample of study will conclude diverse results. HRD is a process of total development of the work force and the management of any organization must keep itself adamant with the development of their work force in order to meet the edge of the competition. Hence, this chapter also ends up with the discussions and conclusions of the study.