

# Human Resource Development Practices In Private Telecom Sector.

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## Abstract :

In the present changing scenario Human resource development practices play very important role, for employee's point of view as well as development of whole organization. The study in the project enables us to an understanding of the environment, encompasses, influences of different HRD practices, also impact of technological changes in the private Telecom Sector. This study might find to be with the high percentage of respondents with both Technological changes with respect of HRD practices. This study also addresses the feeble impact between technological changes and performance as variable for HRD as dependent variable, it might be because most of the respondent were having less work experience. Decision making authority, have to give more opportunities to their employees for personnel growth & development also threw recognition for good work done. This can be achieved throw widening their areas of responsibility larger delegation of authority, adequate feedback & incentives for good work.

Hence forth the present study was aimed to analyze some of the HRD Practices to find out which ones can help telecom industry in Visakhapatnam to combat the future challenges on the basis of the variables Training and development , Performance Appraisal ,Counseling, Career Planning and development,. Might be the HRD practices which receives a good response from the respondents may be the quality of work life , Welfare measures, Organizational Development, training and development , reward s and participation because of the effective use technology in the private telecom sector. Career planning, Reward and Recognition and welfare activities, performance appraisal and exit policy beyond statutory requirement. These areas need to be further worked upon for the improvement of job satisfaction and commitment of the employees towards their respective organizations so that the global challenges can meet confidently.

**Keywords:** Training and development , Performance Appraisal , Career Planning and development,.

## INTRODUCTION

Human resource management is in an evolutionary phase and HR function is transforming from the routine to strategic activities. The traditional structure of HR function is different from the line HR structure. Presently, HR professionals are considered as the core of workforce management, especially in their contribution to strategy. Each practice has its own line of importance and this can be clearly explained by the widely accepted definition of Flippo (1984) who said that Personnel Management is “the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished”. While planning, organizing, directing and controlling are considered as Managerial Functions, procurement, development, compensation, integration, maintenance and separation are considered as Operative Functions. While the Managerial Functions are common to all Managers, the skill required in managing all these functions are transferred to various operative areas, due to which the manager’s effectiveness will improve the organization’s effectiveness. The studies though made in limited number by different researchers, clearly establish that the use of technology will positively influence the HRM practices and improve the employee’s efficiency and effectiveness. Due to immense changes in the organizational structure, there came the necessity for integrated strategies and new ways of managing the human resources in promoting technology innovation, organizational change, and entrepreneurship.

Leonard Nadler in the year 1970 published a book “Developing Human Resources” in which the term “Human Resource Development”(HRD) was coined . The term human resources refers to talents, skills, energies and knowledge of the people that are working in an organization and who realizes their potentials to the creation and realization of the organization’s mission, vision, values and goals. Whereas the term development refers to a process of active learning from experience leading to systematic and purposeful development of the whole person, body, mind and spirit. Thus, HRD is the integrated use of training, organizational and career development efforts to improve individual , group and organizational effectiveness. On the other hand, Role of technology, particularly in the modern times, has become an integral part of the day to day activities of the organizations. Technology impacts an Industry multi dimensionally but subject to efficient implementation of it. Further, the development of technology has its impact on Industrial sector not only in terms of tremendous rise in productivity of labour, output per a man day but also in the implementation of different functional practices. In India telephone users with 1.183 billion subscribes out of which 1.161 billion the mobile subscribes and 21.29 million fixed line subscribes as on may 2019. It is necessary to remember that the India’s telecommunication network is the second largest in the world. In fact the major sectors of the Indian telecommunication industry are telephone, internet and television broadcast industry in the country which is in an ongoing process of transformation into

next generation. An extensive system of modern network elements such as digital telephone exchanges, mobile switching centres, media gateways and signalling gateways at the core, interconnected by a wide variety of transmission systems using fibre-optics or microwave radio relay networks.

## REVIEW OF LITERATURE:

Nicholas Born et al.(2015) concluded that work environment is transforming to contemporary work environment rapidly due to the advancement of technology, globalization and changing organizational structure. So, in order to prepare for future work and to stabilize the business, it is necessary to have a new skill set this is only possible with the help of implementing technology within the work environment.

Robert C.Merchant Jr. (2015) has made a study on role and importance of career development programs in developing and retaining employees. The career development programs include counseling and training of the employees. Where counseling provides employees with an opportunity to define career goals and to create plans within the organization realities. The career development programs will assist to retain the most valued resource. If the organization is able to assist all employees in meeting their needs, then both employees and the department will benefit in the long run.

The success of career development can be measured through employee satisfaction, development of employees through promotion and lower turnover. On the other side, the failure of career development can be measured by conducting timely exit interviews.

Cisco(2015), Dreher, S.(2014), Mc Kintosh, S.(2012) commented that the organizations in order to survive in this global arena, it is necessary to develop new skills and once it decides for developing new skills, it has to create teams who are responsible for imparting skills, implementation, evaluation and growth of training programs.

Eggers and Hagel (2012) added that updating of firm and introduction of new technologies into the workplace requires updating of advanced skills, from floor operators to white collar workers. So it is noticed that acquiring the workers with advanced skill is not criteria but they should regularly renew with the skills.

Andeniji and Osibanjo(2012) expressed that career development usually reduces the cost of recruitment and training of new employees in the organization.

Hameed & Waheed (2011) have concluded that Employee development can boom organization's performance. By developing employees, employee learning, skill growth, self direction and employee attitude enhance organization's performance.

Benedicta and Appiah, (2010) stated that there is a positive relationship between training and employee performance. Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies, and behavior.

Kramer, Jenkins and Katz (2007) stated that Information Communication Technology is playing a prominent role in our modern life. Apart from many more advantages like improving productivity, providing instant connectivity and access to information it is also reducing the cost of doing business. Many big IT firms are investing heavily in human capital aiming to develop future employees (customer) through technical literacy program and moreover, there is a shortage of technical and engineering skills in the labor force.

Mishra and Bhardwaj (2002) have highlighted the nature of HRD Climate over different levels of managers in the private organization that which are located in eastern part of Indi. In their study they have concluded the climate conditions in private organizations are good and satisfactory.

#### **STATEMENT OF PROBLEM:**

In globalization era, telecom industry is playing an important role in infrastructure development and is in expansion phase. The technological change has a greater impact on modern life and is difficult to measure. The daily routines of an organization are pillared around the technology in use. The technology has a dual impact on the human resources; it makes skills obsolete and also impacts career growth. Sometimes the technology increases human capabilities and at times makes knowledge outdated. Thus, the role played by technological changes may be both positive and negative. A paradigm shift with respect to technology is taking place all over the world, the technological changes redefine the process of activities in the organization. The outcome of empirical studies clearly outlines the impact of technological changes on the industry. The economic perspective of technology is a major area of study. The economic consequences of technological changes and the influence of economic environment on such changes are both positive and negative for an Organization. The society point of view to study technological changes is adopted by many sociologists. The major objectives of National Telecom Policy 1999 have highlighted that the telecom that they 1. encourage the development of telecommunication facilities especially in the remote, hilly and tribal areas. 2.

To facilitate affordable and effective telecommunication, for all. 3. One most important objective is that they want to continuously upgrade the Indian telecommunication sector and provide an equal opportunity for all doing business in India . The success of the objectives are due to the upgradation of technology.

The foregoing reviews clearly brings into light that a number of studies have been put forward by several authors regarding the HRD practices at different levels of management in organizations and the Telecom market has been witnessing growth which is manifold for last few years. Many private players have entered the economy thereby increasing the level of competition. In the competitive scenario it has become a challenge for each company to adopt practices that would help the organization stand out in the market. The competitiveness of a company of an organization is measured through the quality of products and services offered to costumers that are unique from others. Thus the best services and products offered to the customers are result of genius brains working behind them. Human Resource in this regard has become an important function in any organization. All practices of marketing and finances can be easily emulated but the capability, the skills and talent of a person cannot be emulated. Hence, there is a need and importance should be given to the improve the level of efficiency and effectiveness of the employees through some HRD practices. HRD Climate and general practices of HRD had been studies in different industries in different areas around the globe but no study has been conducted in private sector telecom companies in Visakhapatnam .So, in this regard a study is going to take up to study and understand the of role of HRD practices on the technological changes in private sector telecom companies.

#### **OBJECTIVES OF THE STUDY :**

1. To study the policies and objectives of Private telecom organizations.
2. To assess and evaluate the impact of training on performance of an employees.
3. To study the influence of technology on Human Resource Development Practices in Telecom sector.

#### **HYPOTHESIS OF THE STUDY:**

1. Ho1: There is a significant relationship between Training and Development practices and the performance /skill of employee.
2. Ho2 : There is no significant difference on the employee performance with respective technology .

**SCOPE OF THE STUDY :**

The present study confines to Three aspects of HRD practices such as Training and development , Performance Appraisal , Career Planning and development, in Private telecom organizations. The study covers the opinions of the employees with respect to technological changes and its influence on HRD practices that which includes details of training policy, different training programmes attended ,performance appraisal policy, the process and methods, counselling methods and procedure. The study also covers opinions of the employees in respect of HRD activities.

The scope of the study is confined to the private sector telecom organizations of Visakhapatnam.

**METHODOLOGY:**

The proposed study seeks to adopt both quantitative and qualitative research methodologies in a complementary manner. To begin with a critical review of theoretical and empirical literature related to technological changes and work environment on HRD practices in telecom sector will be carried out. This is followed by analysis of available secondary data and documents. Primary data is collected from general discussions. The respondents were contacted personally outside workplaces. The target population for the study is Visakhapatnam region for finding the HRD practices in telecom sector. For analysing the quantitative data, statistical techniques like percentages are going to compute and draw the inferences.

The annual growth rates are going to trace year-to-year changes in respect of time series data. For assessing the degree of satisfaction of employee towards HRD programmes, the level of satisfaction of employees is going to ascertained on 5 point likert-style for analysing the qualitative data relating to the opinions and satisfaction of employee's. The statistical techniques like percentages, frequency tables, are performed with the help of SPSS Package. The sample size for the study is 90.

**DISCUSSION:**

I.  $H_0$ 1: Training and Development practices have influence on the performance /skill of employee.

**i. Training and Development:**

ITI endeavours to train its employees in areas of emerging areas of knowledge and skill, to offset technological obsolescence and gain competitive edge in their services. Accordingly, training programmes and workshops were organized in New Technologies. These training programmes were

conducted by the premier institutions like IIM's, IIT's and also People Capability Maturity Model (PCMM), Project Management Maturity Model (PMMM) were conducted.

Further the training programmes were also conducted in-house on Technical, Quality, IT , Soft Skills, Stress Management, Safety , awareness programmes on Health, Environment, Energy Management, Time Management , Vigilance awareness etc. were conducted.

Table No:1

Sr.No	Training and Workshops
1	3D Printing technology
2	Smart grid
3	Smart Energy Meter
4	G-PON
5	PLB HDPE pipes
6	OFC networks
7	Smart City/ IoT and 5G technologies

Source: Annual report of the department of telecommunications Ministry of communications government of India new Delhi, 2018-1019.

## ii. Employee Training: In-house and External Nominations:

Table No:2

No. of Training Programmes	No. Trained			No. of Training Man-days Achieved			Total Expenditure (Rs.)
	Exe.	Non-Exe.	Total	Exe.	Non-Exe.	Total	
101	1336	373	1709	2823	463	3286	64,66,076.00

Source : Annual report of the department of telecommunications Ministry of communications government of India new Delhi, 2018-2019.

From the above table it is well understood that the department of telecommunications have provided 101 training programmes in the year 2018-19 for both the executives and non -executives with the total expenditure of Rs. 64,66,076.00.

**iii . Distribution of respondents' Opinions on Training and Development**

Table No:3

S.No	Items	Mean	SD	PS
1.	Supervisor efforts to know your strengths and Weakness before and after training.	3.64	0.99	66.1
2.	The practices or techniques used in T&D.	3.99	0.74	74.7
3.	Are Satisfied with the training programme.	3.56	1.10	64.0
4.	Content and material of training programme	3.46	1.05	61.5
5.	Regularity of the programme.	3.62	0.92	65.4
6.	Enhancement of skills after training .	3.91	0.90	72.74

Source: Primary data

It is understood that from the table that the 61.5% is the percentage score constitutes that employees are satisfied with the content and materials of the training programme whereas 64% of the respondents are stated the training programmes are satisfied. Maximum employees i.e. 74.7% expressed that the practices or techniques used in training and development programmes were excellent. Thus 72.7% of the employees have stated that the training has increased the performance of the employees and in the future this this may lead to commitment and satisfaction in the employees. Therefore the hypothesis-I proved and it is accepted.



**iv. Percentage of Respondents' Opinions on Items of Career and Growth**

Table No:4

S.No	Items	Mean	SD	PS
1.	Fairness in promotion system	4.07	0.82	76.83
2.	Experience is considered	3.94	0.77	73.41
3.	Career counselling done for better prospects.	3.94	0.77	73.41
4.	Free to communicate with management about your career plans.	3.99	0.74	74.70
6.	Number of promotions in this organization.	3.90	0.82	72.62

Source: Primary Data

Form the above table it is well understood that 76.83% of the respondents have stated that there is fairness in promotion system whereas 74.70% have stated that the employees are free to communicate with management about their career. Hence forth the career counselling and growth is good in case of telecom sector .

II. **H<sub>02</sub> :There is no significant difference on the employee performance with respective technology .**

Influence of technology on the performance of the employee. /Performance Indicator.

Table No:5

IMPACT OF TECHNOLOGY ON THE PERFORMANCE				
Details of Achievements for the Last Three Years (Rs.Crore)				
Sl.No.	Product/Project	Performance (2016-17)	Performance (2017-18)	Provisional Performance 2018-19 (Un-Audited)
1.	NFS Cable Laying	700.16	267.11	269.92
2.	MSP	190.00	200.11	434.33
3.	Defense /ASCON	181.135	127.00	121.51
4.	MLLN,MLLN AMC/SSTP	154.85	185.66	72.48
5.	GSM-WZ Project/AMC	81.11	34.46	27.61
6.	GSM-SZ/AMC	76.25	153.32	46.08
7.	NPR/SECC Projects	70.59	122.03	0.00
8.	NGN/CS/Ph	35.86	3.55	3.54
9.	OCB AMC Business	32.86	28.05	20.23
10.	G-PON	22.51	391.96	51.61
11.	Misc. Services	19.77	7.80	4.22
12.	Data Centre	19.13	17.88	17.64
13.	Banking /Div. Prod/ Cont. Mfg.	11.23	7.25	16.64
14.	SMPS & Repair	5.73	5.81	11.55
15.	SATCOM & PCM MUX, CDOT AN RAX	5.24	15.21	8.01
16.	GSM-MTNL	2.44	0.00	0.00

Note : The Performance includes Taxes.

Source : Retrieve from Annual report of the department of telecommunications Ministry of communications government of India new Delhi, 2018-1019

From the above table it is well understood that the performance in the product / project like MSP , Banking /Div. prod/ Cont. Mfg, SMPS & repair of different years were improved

and this shows that the technology have a greater impact on the performance of the employees. Hence forth the  $H_02$  is rejected.

## CONCLUSION:

Since the objective of the present study is to analyze the perception of the selected respondents with regard to the use of technology in implementing the HRD practices in the selected telecom organization . SPSS Version 14, minitab-14 and Ms-Excel 2007 are used for analyzing the data and present in percentiles, averages, deviations etc. In the present changing scenario Human resource development practices play very important role, for employee's point of view as well as development of whole organization. The study in the project enables us to an understanding of the environment, encompasses, influences of different HRD practices, also impact of technological changes in the private Telecom Sector. This study finally highlights that there is relationship between the training , performance ,job satisfaction and employee commitment.

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