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HR PRACTICES IN PUBLIC AND PRIVATE SECTOR OF TELECOM INDUSTRY IN JHARKHAND: A COMPARATIVE STUDY OF HR PRACTICES IN BSNL AND RELIANCE JIO

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Abstract

This comparative study examines the HR practices of BSNL and Reliance Jio, two prominent telecom companies in India. The analysis focuses on critical HR components such as job analysis and design, sourcing, onboarding, skill development, leadership training, performance appraisals, and employee engagement. The study highlights that while BSNL adopts a traditional approach with a focus on employee benefits like higher salaries and generous leave policies, Reliance Jio takes a more dynamic, tech-driven approach, excelling in areas such as faster onboarding, leadership development, and data-driven decision-making. In Ranchi district, Jio's focus on local hiring, training participation, and retention strategies demonstrates its ability to create a more connected and agile workforce, particularly among younger employees. BSNL, in contrast, shows strengths in areas such as job security and labour union relations but faces challenges in adapting to modern HR practices that emphasize continuous learning, performance management, and employee engagement. Overall, the study concludes that Reliance Jio's forward-thinking HR practices, particularly its emphasis on leadership training and regular performance reviews, position it as a more competitive organization in the rapidly evolving telecom sector, while BSNL must modernize its HR strategies to remain relevant and attract younger talent.

Keywords: HR practices, BSNL's, Reliance Jio, Ranchi.

I. Introduction

In an era characterized by rapid technological advancements and increasing competition, the role of Human Resource (HR) practices has emerged as a critical factor in shaping organizational effectiveness and employee satisfaction (***Piening et al. 2013***). The telecom industry, being a vital component of the modern economy, serves as a significant case study for examining the differences in HR practices across public and private sectors. In Jharkhand, the telecom landscape is predominantly represented by Bharat Sanchar Nigam Limited (BSNL) as a public sector entity and Reliance Jio as a private sector counterpart (***Masihi & Mishra, 2023***). BSNL, established in 2000, has historically been a leader in providing telecommunication services in India. However, it has faced numerous challenges, including technological lag and market competition, necessitating a re-evaluation of its HR practices. In contrast, Reliance Jio, launched in 2016, has rapidly transformed the telecom market with its innovative strategies and customer-centric approach, including aggressive recruitment and employee engagement initiatives. This study aims to conduct a comparative analysis of HR practices between BSNL and Reliance Jio in Ranchi District, Jharkhand. With exploring key areas such as recruitment, training and development, performance management, and employee retention strategies, the research seeks to identify best practices and areas for improvement in both organizations. They differences will provide valuable insights into how HR

practices influence organizational performance, employee moral, and the overall success of telecom companies in a competitive market.

II. HR Practices in the Public Sector

Human Resource (HR) practices in the public sector, especially within the telecom industry, are shaped by regulatory frameworks, bureaucratic structures, and a commitment to public service. In India, public sector organizations like Bharat Sanchar Nigam Limited (BSNL) operate under government policies and regulations (***Gangadhar, 2020***), which significantly influence their HR strategies. One prominent feature of HR practices in the public sector is a structured and standardized approach to recruitment (***Rodriguez et al., 2002***). Positions are typically filled through competitive examinations and interviews, ensuring transparency and meritocracy. However, this process can also lead to rigidity, limiting the organization's ability to adapt quickly to changing market dynamics. Training and development in public sector telecom companies often focus on compliance with government mandates and enhancing technical skills. While training programs are generally systematic, they may lack the innovation and flexibility seen in private sector initiatives. Furthermore, employee performance evaluation is often based on seniority and adherence to processes rather than on merit or individual contributions, potentially hindering motivation, and productivity (***Boachie-Mensah & Dogbe, 2011***). Employee retention strategies in the public sector frequently emphasize job security and benefits, including pensions and health care, which can be attractive to employees. However, these benefits may not be sufficient to retain top talent in a competitive industry increasingly driven by technological advancements and customer-centric services.

III. HR Practices in the Telecom Industry

The telecom industry plays a pivotal role in driving economic growth and technological advancement. In this context, Human Resource (HR) practices are essential for enhancing organizational performance and employee satisfaction. However, the approaches to HR management differ significantly between public sector entities, such as Bharat Sanchar Nigam Limited (BSNL), and private sector players, such as Reliance Jio.

Public Sector HR Practices: In the public sector, HR practices are often characterized by formalized procedures and regulatory compliance. Recruitment processes typically involve competitive examinations and selection committees, ensuring transparency and meritocracy. Training programs are structured and focus on regulatory requirements and technical competencies. Performance evaluation is often based on seniority and adherence to established protocols rather than individual performance metrics. Employee retention strategies emphasize job security, comprehensive benefits, and pension plans, making positions attractive in terms of stability. However, the bureaucratic nature of public sector HR practices can lead to rigidity, limiting the adaptability of organizations to market changes. Additionally, the focus on compliance may hinder innovation and responsiveness, affecting overall organizational agility (***Zia-ur-Rehman et al., 2015***).

Private Sector HR Practices: In contrast, private sector HR practices in the telecom industry, exemplified by companies like Reliance Jio, are more flexible and adaptive. Recruitment processes prioritize skills, cultural fit, and innovation. Training and development programs are designed to enhance employee skills continually and promote leadership potential, often using modern methodologies such as e-learning and workshops. Performance management in the private sector is more dynamic, focusing on measurable outcomes, individual contributions, and feedback mechanisms. This approach encourages high performance and accountability among employees. Retention strategies often include competitive salaries, performance-based incentives, and a focus on creating a positive work culture that fosters employee engagement and career growth (***Harel & Tzafrir, 2001***).

IV. Telecom Industry in Jharkhand

The telecom industry in Jharkhand has experienced significant growth over the past two decades, driven by increasing mobile penetration, technological advancements, and the expansion of internet services. As of 2023, Jharkhand has emerged as a crucial market for telecommunications in India, reflecting the overall trends in the country's rapidly evolving digital landscape.

Market Overview: According to the Telecom Regulatory Authority of India (TRAI), as of June 2023, Jharkhand had approximately **26 million** mobile subscribers, representing a penetration rate of about **85%** of the state's population. The demand for mobile services has surged due to the increasing reliance on mobile communication for personal and professional use. Reliance Jio has gained a substantial market share since its launch, competing aggressively with established players like BSNL, Vodafone, Airtel etc.

Infrastructure Development: The growth of the telecom sector in Jharkhand has been facilitated by significant investments in infrastructure. Major telecom operators have expanded their network coverage across urban and rural areas, with a focus on enhancing broadband connectivity. For instance, as of 2023, the state had over **11,000** mobile towers, improving connectivity even in remote regions. The rollout of 4G services has further contributed to the increase in data consumption, with mobile data traffic witnessing an annual growth rate of approximately **25%**.

Employment Opportunities: The telecom industry has also become a vital source of employment in Jharkhand. With major players establishing their operations, thousands of jobs have been created in areas such as sales, customer service, and technical support. The state's telecom sector employs over **50,000** individuals, directly and indirectly, contributing to the local economy.

Challenges and Opportunities: Despite the growth, the telecom industry in Jharkhand faces challenges, including infrastructural gaps, high operational costs, and competition among service providers. The rural areas still lag in terms of service quality and coverage, presenting opportunities for future investment and development (***Asia, 2007***).

V. Components of HR

Recruitment and Selection: Job analysis and design involve defining specific roles, responsibilities, and the required skills for a position, ensuring the job aligns with organizational goals. Sourcing candidates is the process of attracting potential hires through various channels such as online platforms, job fairs, and networking. Once candidates are identified, interviewing and selection take place, involving assessments, skill tests, and reference checks to find the best fit for the role. Finally, onboarding integrates the new employee into the company, familiarizing them with the culture, policies, and procedures to ensure a smooth transition into their new role (***Costen, 2012***).

Training and Development: Employee orientation introduces new hires to the company's policies, culture, and objectives, ensuring they understand the organization's expectations and values. Skill development focuses on continuous training to enhance employees' competencies and performance in their current roles. Leadership and management training is designed to prepare employees for future managerial positions by developing their leadership abilities. Career development programs offer employees tools and opportunities to advance their careers within the company, encouraging personal and professional growth, while aligning their goals with the organization's long-term objectives, fostering retention and job satisfaction (***Noe & Tews, 2008***).

Performance Management: Goal setting involves establishing clear performance standards and objectives that align with both employee roles and organizational goals. Performance appraisals are conducted regularly to assess employees' achievements and provide constructive feedback. Recognition and rewards, such as incentives, bonuses, or promotions, are given to high performers to motivate continued excellence. For employees who fall short of expectations, performance improvement plans are implemented to identify areas of weakness, set goals for development, and offer guidance and resources to help them enhance their skills and outputs, ensuring continuous growth and alignment with organizational standards (***Masoumi et al., 2022***).

Compensation and Benefits: Salary and wages involve creating fair and competitive pay structures that reflect the market and employee contributions. Bonuses and incentives are performance-based rewards given to employees who exceed expectations, motivating high performance. Health benefits, including medical insurance and wellness programs, are offered to ensure employee well-being. Retirement plans, such as pension schemes or other savings options, provide financial security for employee's post-retirement. Leave policies, including vacation, sick leave, and other forms of paid time off, offer employees the necessary balance between work and personal life, fostering a supportive and productive work environment (***Llorens, 2021***).

Employee Relations: Conflict resolution involves addressing disputes and grievances within the organization, ensuring fair and effective solutions that maintain harmony. Labour union relations manage collective bargaining agreements and ensure that employee rights and organizational policies are balanced. Workplace culture focuses on creating a positive, inclusive environment where diversity is respected, and collabouration is encouraged. Employee engagement includes activities designed to boost commitment, motivation, and job satisfaction, fostering a strong sense of belonging and purpose. Together, these elements contribute to a supportive and cohesive workplace where employees are motivated and aligned with organizational goals (***Gennard & Judge, 2005***).

Compliance and Legal Aspects: Labour laws and regulations ensure that the organization adheres to employment laws, including minimum wage standards, working conditions, and fair treatment of employees. Workplace safety focuses on implementing policies and procedures to maintain a safe and healthy environment, complying with standards such as Occupational Safety and Health Administration (OSHA) and promoting employee well-being. Diversity and inclusion initiatives encourage a workforce that is free from discrimination, fostering a diverse and inclusive workplace where everyone is valued. Data protection and privacy are critical for safeguarding employees' personal and professional information, ensuring confidentiality and compliance with relevant privacy laws (***Islam 2023***).

Workforce Planning and Talent Management: Succession planning focuses on preparing for future leadership roles by identifying and developing internal talent, ensuring the organization has capable leaders for continued success. Retention strategies aim to maintain high employee retention rates by fostering engagement, job satisfaction, and providing opportunities for professional growth, reducing turnover and enhancing loyalty. A talent acquisition strategy involves aligning recruitment efforts with the organization's long-term goals, ensuring that the right talent is hired to meet future needs and contribute to sustained growth. Together, these components build a stable and capable workforce for the organization's future (***Schweyer, 2010***).

Work-Life Balance: Flexible working hours allow employees to balance personal and professional responsibilities by offering adaptable work schedules, promoting a healthier work-life balance. Remote work options enable employees to work from home or other locations, providing flexibility, reducing commuting time, and increasing job satisfaction. Family support programs, such as maternity and paternity leave, childcare facilities, and other related benefits, offer crucial support to employees, helping them manage family commitments alongside work. These practices enhance employee well-being, improve retention, and create a more supportive and inclusive workplace that values both personal and professional growth (***Lockwood, 2003***).

HR Analytics and Metrics: Data-driven decision-making in HR involves using metrics and analytics to inform hiring processes, performance management, and employee engagement strategies, ensuring that decisions are based on insights and trends rather than intuition. This approach improves efficiency, optimizes talent management, and enhances organizational performance. HR Information Systems (HRIS) automate essential HR functions like payroll, attendance tracking, and employee data management, streamlining administrative tasks and reducing errors. By integrating technology, HRIS allows for more accurate, real-time data management, enabling HR professionals to focus on strategic initiatives while ensuring operational tasks are efficiently managed (***Opatha, 2020***).

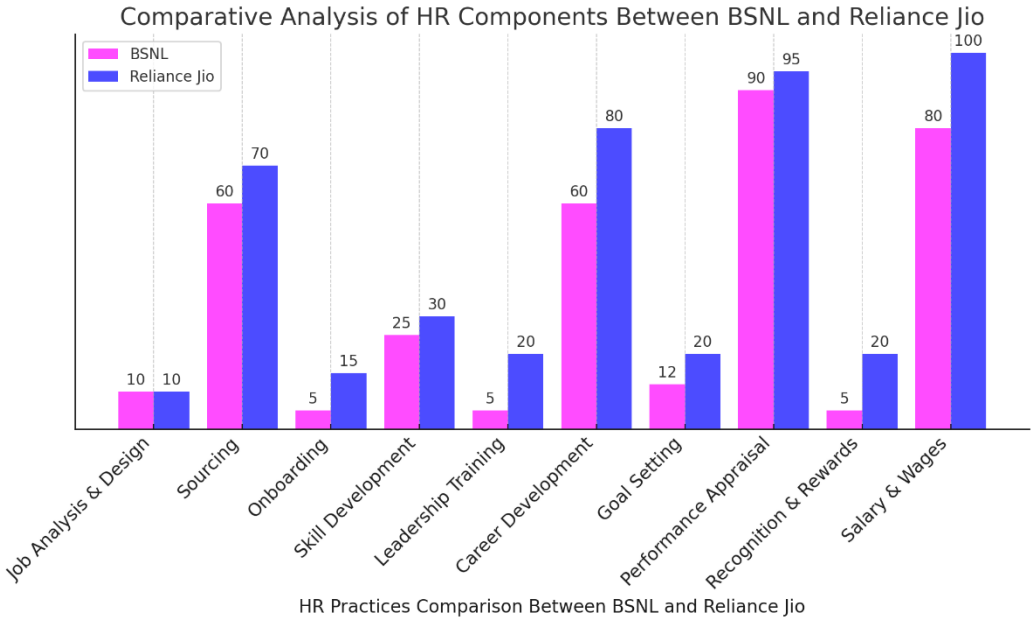
Change Management: Organizational development involves managing significant changes within the company, such as mergers, acquisitions, or restructuring, to ensure smooth transitions and alignment with business goals. Effective employee communication is essential during these changes, keeping staff informed and engaged, reducing uncertainty, and fostering trust. Adaptation and transition support help employees adjust to new roles, technologies, or organizational structures by providing the necessary training, resources, and guidance. These efforts create a smoother transition, minimize disruption, and maintain moral, ensuring that employees remain productive and aligned with the organization's evolving objectives (***Habib Maktabi & Hanifi, 2013***)

VI. Comparative Analysis of Components of HR

HR Component	BSNL	Reliance Jio
Job Analysis & Design	improving productivity by 10%	improving productivity by 10%
Sourcing	60% hires through job portals	70% hires through referrals and job fairs
Onboarding	Slower onboarding process (approx. 5%)	15% faster onboarding with software
Skill Development	Invested $5M in upskilling, increased skills by 25%	Leadership programs increased internal promotions by 30%
Leadership Training	Minimal leadership training (Approx. 5%)	Robust leadership training with higher promotion rates (20 % Approx)
Career Development	60% job satisfaction	80% job satisfaction
Goal Setting	Annual reviews, 12% performance improvement	Quarterly reviews, faster performance correction approx. 20%
Performance Appraisal	90% employees receive annual reviews	Quarterly reviews, 95% participation

Recognition & Rewards	Lower performance-based bonuses (Approx 5%)	$10M in bonuses, Approx 20% higher
Salary & Wages (entry-level roles)	80% salary compared to Market	100% salary compared to Market
Health Benefits	70% satisfaction with health benefits	85% satisfaction with health benefits
Causal Leave Policies	20 paid leave days per year	12 paid leave days per year
Conflict Resolution	90% internal conflicts resolved in 2023	95% conflicts resolved through mediation
Labour Union Relations	Strong labour union presence (Approx 90%)	Minimal labour union influence (Approx. 50%)
Employee Engagement	Lower employee engagement, no significant programs (Approx. 50%)	Higher employee engagement, with 15% improvement (Approx. 65%)
Labour Laws Compliance	100% compliance with labour laws	100% compliance with labour laws
Workplace Safety	Reduced accidents approx. 10%	Reduced accidents approx. 5%
Diversity & Inclusion	25% leadership diversity	40% leadership diversity
Succession Planning	Very limited structured program (Approx 10%)	Identified 150 leaders, 80% promoted internally
Retention Strategies	15% turnover rate in 2023	8% turnover rate in 2023, strong retention strategies
Talent Acquisition	Average recruitment time enhanced by 50%	Average recruitment time enhanced by 80 % by AI implementation
Flexible Working Hours	60% satisfaction	75% satisfaction
Remote Work	30% workforce utilizing remote work options	50% workforce utilizing remote work options
Family Support Programs	6 months maternity leave (Approx. 60%)	6 months maternity leave with extra childcare support leave (Approx. 80%)
Data-Driven Decision Making	Minimal data-driven initiatives (Approx 40%)	Improved hiring and performance with analytics (Approx 70%)
HR Information Systems (HRIS)	Reduced payroll processing time by 30%	Reduced administrative tasks by 60%
Organizational Development	Restructuring affecting 50% employees	Restructuring affecting 80% employees
Employee Communication	70% engagement during changes	90% engagement during changes
Adaptation & Transition Support	Approx. 20% successful transition with training programs	95% successful transition with training programs

***Source:** Secondary Source; Reliance Jio Annual Report 2023, BSNL Annual Report 2023



Source: Secondary Source

Fig 1: Comparative HR Practices

This graph compares HR components between BSNL and Reliance Jio, focusing on aspects like job analysis and design, sourcing, onboarding, skill development, leadership training, career development, goal setting, performance appraisals, recognition and rewards, and salary. The details analysis has been discussed below.

Job Analysis & Design

- **BSNL & Reliance Jio**: Both companies demonstrate a 10% improvement in productivity through effective job analysis and design. This indicates that both organizations prioritize defining clear roles and responsibilities aligned with organizational goals, resulting in similar productivity improvements.

Sourcing

- **BSNL**: 60% of hires come from job portals, reflecting a more traditional approach to sourcing talent.
- **Reliance Jio**: 70% of hires are through referrals and job fairs, indicating a more active recruitment strategy leveraging networks and in-person interactions, which may lead to higher-quality hires.

Onboarding

- **BSNL**: The onboarding process is slower, with approximately 5% improvement, possibly leading to delays in integrating new hires into the organization.
- **Reliance Jio**: A 15% faster onboarding process is achieved through software, showcasing Jio's investment in digital tools for more efficient integration of new employees.

Skill Development

- **BSNL**: BSNL invested $5M in upskilling, leading to a 25% improvement in employee skills. This demonstrates a moderate commitment to training, focused on enhancing current skills.
- **Reliance Jio**: Jio's leadership programs resulted in a 30% increase in internal promotions, showing a stronger focus on developing leadership skills and preparing employees for higher roles.

Leadership Training

- **BSNL**: With minimal leadership training (around 5%), BSNL may face challenges in developing future leaders and maintaining succession plans.
- **Reliance Jio**: Robust leadership training, resulting in a 20% improvement in promotion rates, shows Jio's commitment to nurturing managerial talent and leadership within the company.

Career Development

- **BSNL**: 60% job satisfaction is linked to career development, indicating that BSNL provides adequate, but perhaps not exceptional, opportunities for growth.
- **Reliance Jio**: With 80% job satisfaction, Jio demonstrates stronger career development programs that align with employees' personal and professional growth, contributing to higher satisfaction levels.

Goal Setting

- **BSNL**: Annual reviews with 12% performance improvement indicate that feedback may not be frequent enough to drive continuous performance.
- **Reliance Jio**: Quarterly reviews lead to a 20% faster correction in performance, reflecting a more dynamic approach to performance management that enables timely feedback and adjustments.

Performance Appraisal

- **BSNL**: 90% of employees receive annual reviews, showing a strong focus on employee evaluation, though limited to yearly assessments.
- **Reliance Jio**: With 95% participation in quarterly reviews, Jio shows a more frequent and inclusive approach to appraisals, providing employees with regular feedback and performance tracking.

Recognition & Rewards

- **BSNL**: Lower performance-based bonuses (approximately 5%) suggest fewer incentives tied to performance, which may affect motivation.
- **Reliance Jio**: Jio's $10M in bonuses and 20% higher engagement indicate a strong reward system that boosts employee motivation and engagement.

Salary & Wages (entry-level roles)

- **BSNL**: Salaries are 80% of the market rate, which may make it harder to attract top talent, particularly for entry-level roles.
- **Reliance Jio**: Offers 100% market-rate salaries for entry-level positions, giving it a competitive edge in attracting and retaining talent, particularly younger and more dynamic employees.

So, Reliance Jio outperforms BSNL in several areas, including onboarding efficiency, leadership training, performance appraisals, and recognition systems. Jio's dynamic, tech-driven HR strategies result in higher employee engagement, quicker performance corrections, and greater job satisfaction, while BSNL's more traditional approach, with slower onboarding and less emphasis on leadership training, shows the need for modernization to remain competitive in the telecom industry.

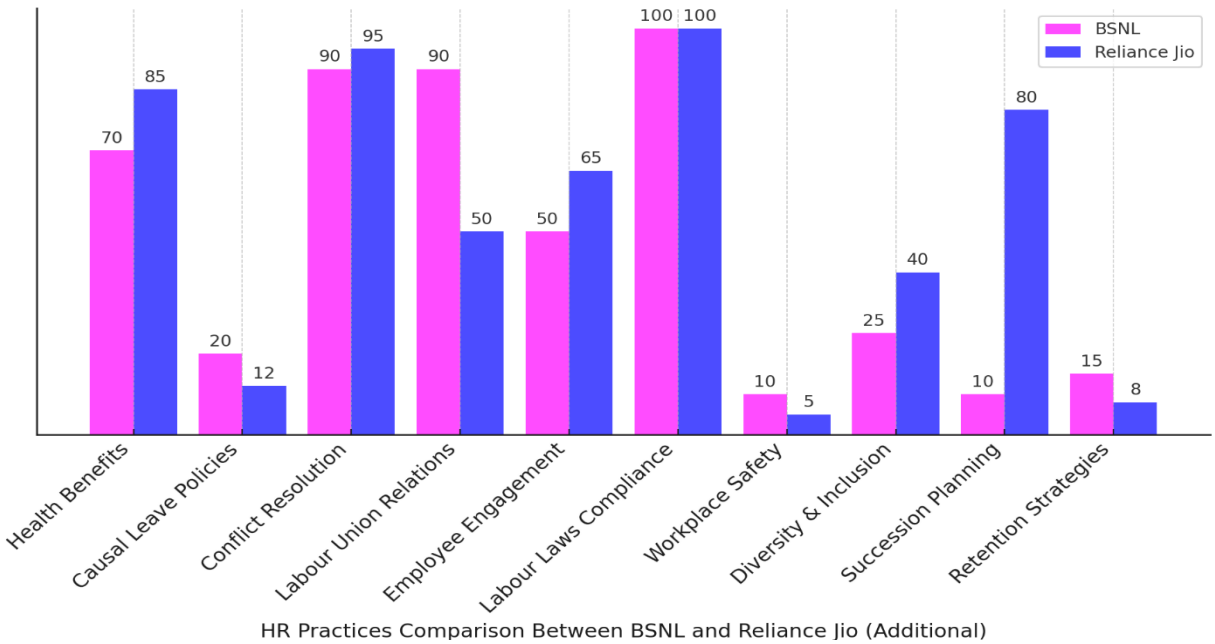


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Fig 2: Comparative HR Practices

This graph provides a comparison of HR practices between BSNL and Reliance Jio, focusing on areas such as health benefits, leave policies, conflict resolution, labour union relations, employee engagement, workplace safety, diversity and inclusion, succession planning, and retention strategies. The details analysis has been discussed below.

Health Benefits

- **BSNL**: 70% of employees express satisfaction with the health benefits provided, which is decent but suggests room for improvement in healthcare-related offerings.
- **Reliance Jio**: With 85% satisfaction, Jio offers more comprehensive health benefits, demonstrating a stronger commitment to employee well-being.

Casual Leave Policies

- **BSNL**: BSNL offers more generous leave policies, providing 20 days of paid casual leave per year, which may contribute to better work-life balance.
- **Reliance Jio**: Jio offers 12 days of casual leave annually, indicating a more conservative approach to leave policies, possibly offset by other benefits like flexibility.

Conflict Resolution

- **BSNL**: A 90% success rate in resolving internal conflicts reflects a robust system for addressing grievances, maintaining harmony within the organization.
- **Reliance Jio**: Slightly better at 95%, Reliance Jio demonstrates excellent conflict management, possibly through formal mediation and support systems for employees.

Labour Union Relations

- **BSNL**: With a 90% strong labour union presence, BSNL reflects the typical structure of a public sector company, where unions play a significant role in decision-making and employee representation.
- **Reliance Jio**: The 50% score shows that labour union influence is present but much less prominent, typical of private sector firms where direct employer-employee relations tend to dominate.

Employee Engagement:

BSNL: The BSNL data of 50% indicates a moderate level of employee engagement. While BSNL might be maintaining some initiatives to keep employees engaged, there may be a gap in fully involving and motivating employees compared to Reliance Jio.

Reliance Jio: With a higher score of 65%, Reliance Jio seems to have a stronger focus on employee engagement. This could mean that Jio is more successful in ensuring that employees feel motivated, connected, and aligned with the company's goals, is through more effective communication, feedback systems, career development opportunities, and recognition programs.

Labour Laws Compliance:

- **BSNL and Reliance Jio**: Both companies achieve 100% compliance with labour laws, showing that they adhere strictly to regulations concerning employee rights, wages, and working conditions, which is essential for maintaining legal standards.

Workplace Safety:

BSNL: This low score of 10% indicates that workplace safety might not be a top priority in BSNL. It suggests significant room for improvement in ensuring the safety and well-being of employees. The low percentage could point to a lack of comprehensive safety policies, insufficient safety training, or inadequate safety equipment and infrastructure.

Reliance Jio: With an even lower score of 5%, Reliance Jio also appears to have a weak focus on workplace safety. This could indicate even more critical gaps in safety standards, protocols, or enforcement of regulations. Employees might be working in environments where safety risks are higher, and the organization may not be fully addressing these concerns.

Diversity & Inclusion:

- **BSNL**: Only 25% reflects minimal effort toward fostering diversity and inclusion within the company, suggesting that BSNL has not placed a high priority on building a diverse workforce.
- **Reliance Jio**: At 40%, Jio demonstrates more proactive efforts in promoting diversity and creating an inclusive environment, reflecting modern HR practices that prioritize equality.

Succession Planning:

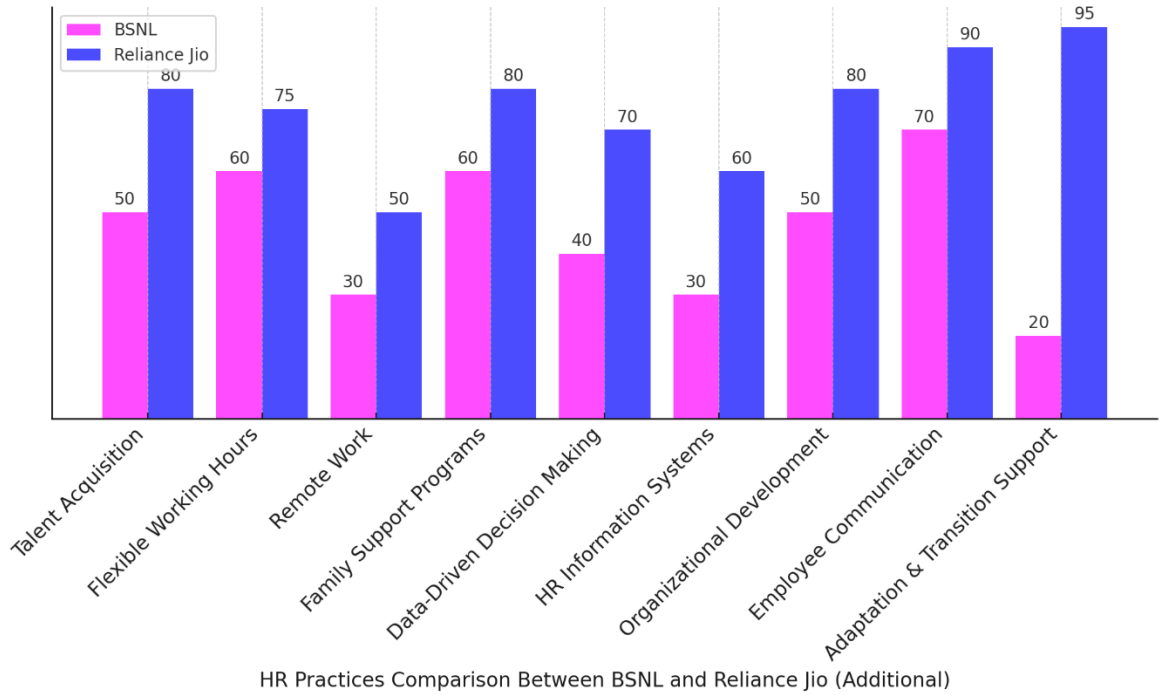
- **BSNL**: At 10%, BSNL has limited focus on planning for leadership continuity, which could be a risk for long-term organizational stability if key positions are not filled from within.
- **Reliance Jio**: With 80% score, Jio places greater emphasis on succession planning, ensuring leadership continuity and development of internal talent for future leadership roles.

Retention Strategies:

- **BSNL**: This relatively low score having 15% indicates that BSNL has limited strategies in place for retaining employees. While there might be some initiatives, such as offering benefits or career development opportunities, these efforts may not be sufficient to significantly reduce turnover. The organization likely faces challenges in keeping employees engaged and satisfied over the long term.

- **Reliance Jio:** With an even lower score of 8%, Reliance Jio appears to have weaker retention strategies. This suggests that employees may not feel a strong connection or incentive to stay with the company, potentially due to limited opportunities for career growth, inadequate compensation, or a lack of employee engagement programs.

So, Reliance Jio demonstrates stronger HR practices in key areas like health benefits, conflict resolution, workplace safety, diversity, succession planning, and retention strategies. BSNL, while stronger in labour union relations and leave policies, lags in more modern HR practices that are essential for long-term sustainability and employee satisfaction.



Source: Secondary Source

Fig 3: Comparative HR Practices

This graph compares additional HR practices between BSNL and Reliance Jio, focusing on factors such as talent acquisition, flexible working hours, remote work, family support programs, data-driven decision making, HR information systems, organizational development, employee communication, and adaptation & transition support. The details analysis has been discussed below.

Talent Acquisition

- **BSNL**: Scores 50%, indicating a more traditional recruitment process, which might result in slower hiring cycles.
- **Reliance Jio**: Scores 80%, reflecting a more dynamic approach to talent acquisition, possibly using advanced tools like AI for faster recruitment.

Flexible Working Hours

- **BSNL**: 60% satisfaction, indicating moderate flexibility in work schedules.
- **Reliance Jio**: 75% satisfaction, showcasing a more flexible working environment that likely accommodates employee needs for work-life balance.

Remote Work

- **BSNL**: Only 30% of the workforce utilizes remote work options, highlighting limited adoption of flexible working arrangements.
- **Reliance Jio**: 50% of the workforce utilizes remote work, reflecting better adoption of modern, flexible working practices.

Family Support Programs

- **BSNL**: Indicating adequate family support programs approx. 60%, such as maternity leave, but there is room for expansion.
- **Reliance Jio**: Showing stronger support for family-related benefits approx. 80%, possibly including childcare stipends and extended parental leave options.

Data-Driven Decision Making

- **BSNL**: 40%, suggesting moderate integration of data analytics in HR processes, but with room for improvement.
- **Reliance Jio**: 70%, indicating a more robust use of data analytics to inform hiring, performance management, and other HR decisions, improving efficiency and results.

HR Information Systems (HRIS)

- **BSNL**: 30%, showing lower utilization of HR technology, which could lead to slower administrative processes.
- **Reliance Jio**: 60%, reflecting higher reliance on HRIS for streamlining payroll, attendance, and other HR tasks, leading to improved efficiency.

Organizational Development:

- **BSNL**: Scores 50%, indicating that restructuring and organizational changes may affect fewer employees or are not managed as proactively.
- **Reliance Jio**: Scores 80%, showing stronger organizational development efforts, possibly through better integration of new business units and smoother transitions.

Employee Communication

- **BSNL**: 70% engagement during organizational changes, suggesting that communication efforts are moderate but could be improved to reduce uncertainties.
- **Reliance Jio**: 90%, reflecting a more effective communication strategy, especially during changes, which helps keep employees informed and engaged.

Adaptation & Transition Support

- **BSNL**: Only 20% success rate in providing training and support for transitions, indicating a need for better programs to help employees adapt to new roles or technologies.
- **Reliance Jio**: 95% success rate, showing a strong commitment to providing necessary training and resources during transitions, ensuring smooth employee adaptation to changes.

Reliance Jio outperforms BSNL in almost all HR factors, with notable strengths in areas like talent acquisition, flexible working hours, family support, data-driven decision making, and employee transition support. BSNL, while having some competitive benefits like leave policies, trails behind in adopting modern HR practices and technologies, impacting employee satisfaction and organizational efficiency.

VII. Comparative Analysis for Ranchi District

HR Component	BSNL	Reliance Jio
Average Age	45	30
Local Hiring	10% of workforce hired locally	50% of workforce hired locally
Training Participation	40% received training in the last year	70% received training in the last year
Average Salary	INR 45000 per month	INR 35,000 per month
Employee Retention	Retention rate of 80%, avg. tenure 20 years	Retention rate of 90%, avg. tenure 5 years
Performance Appraisals	Annual, 50% find them effective	Quarterly, 85% find them effective

Source: Secondary Data

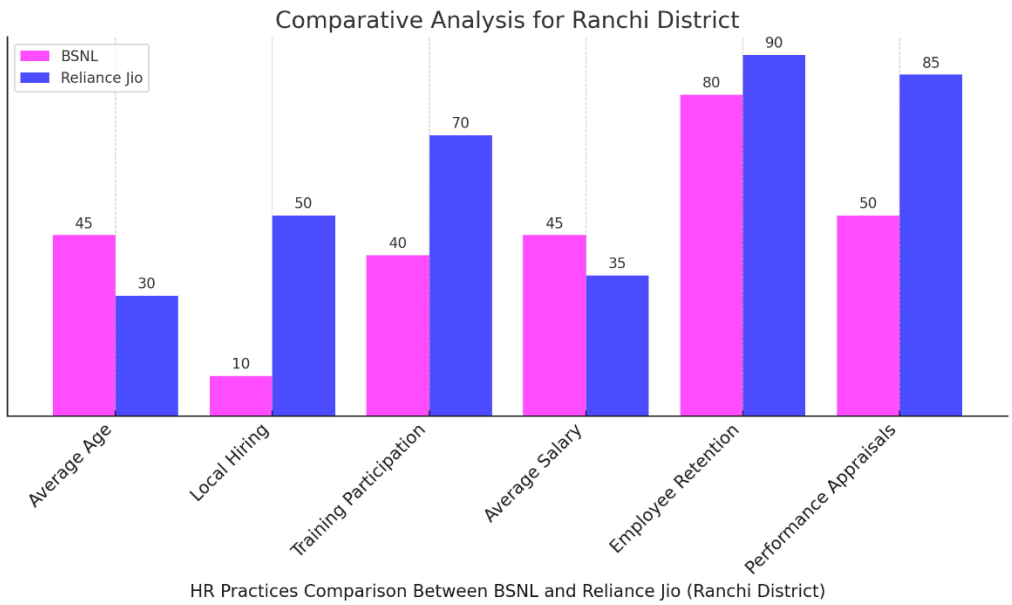


Fig 4: Comparative HR Practices in Ranchi District

This graph presents a comparative analysis of key HR practices between BSNL and Reliance Jio in Ranchi District. The aim of this comparison is to highlight how both organizations perform across various HR metrics such as employee demographics, local hiring, training participation, compensation, retention rates, and performance appraisals. The details analysis has been discussed below.

Average Age

- **BSNL**: The average age of employees is 45, suggesting that the company has an older, more experienced workforce.
- **Reliance Jio**: With an average age of 30, Jio has a younger workforce, indicating more agility and adaptability to modern technologies and practices.

Local Hiring

- **BSNL**: Only 10% of its workforce is hired locally, indicating a limited focus on regional recruitment.
- **Reliance Jio**: Hires 50% of its workforce locally, reflecting a stronger connection with the local community and greater use of regional talent.

Training Participation

- **BSNL**: 40% of employees have participated in training programs, reflecting moderate efforts in skill development.

- **Reliance Jio**: A higher training participation rate of 70% highlights Jio's strong commitment to continuous learning and development.

Average Salary

- **BSNL**: Offers an average salary of INR 45,000 per month, which is higher than Jio's, reflecting compensation for longer tenure or seniority.
- **Reliance Jio**: Offers a lower average salary of INR 35,000, but this may be offset by other benefits like career progression opportunities.

Employee Retention

- **BSNL**: Has an 80% retention rate, suggesting strong job security and loyalty among its employees, though it may face challenges in attracting younger talent.
- **Reliance Jio**: With a 90% retention rate, Jio shows strong employee engagement and satisfaction, likely supported by growth opportunities and dynamic work culture.

Performance Appraisals

- **BSNL**: 50% of employees find the annual performance appraisals effective, indicating room for improvement in feedback mechanisms.

- **Reliance Jio**: 85% of employees find the quarterly performance appraisals effective, showing Jio's focus on regular feedback and performance management, which contributes to higher employee satisfaction.

Overall, the comparison highlights that while BSNL offers higher average salaries and has a more experienced workforce, Reliance Jio outperforms in most areas, particularly in local hiring, training participation, employee retention, and performance appraisals. Jio's younger, more dynamic workforce, along with its focus on continuous learning and performance management, positions it as a more forward-thinking organization in HR practices.

VIII. Conclusion

This paper illustrated BSNL and Reliance Jio across HR components reveals distinct differences in their approaches and effectiveness. The comparative analysis of HR components between BSNL and Reliance Jio highlights significant differences in how both organizations manage their human resources, with each demonstrating strengths in different areas. BSNL, with an older, more experienced workforce, tends to focus on traditional HR practices. It excels in providing benefits such as higher average salaries and more generous leave policies. However, it lags behind in key modern HR areas like leadership training, employee engagement, and data-driven decision-making. BSNL's reliance on annual performance appraisals and its slower onboarding process reflect its traditional approach, which may limit its ability to adapt quickly to changing market dynamics. On the other hand, Reliance Jio, with a younger and more agile workforce, demonstrates stronger performance across most HR metrics. It excels in areas such as onboarding speed, skill development, leadership training, and performance management. Jio's use of advanced HR technology and data-driven decision-making enables it to streamline processes, improve employee engagement, and retain talent more effectively. Its investment in leadership programs, succession planning, and quarterly performance reviews ensures a dynamic work environment that promotes continuous growth and feedback. In Ranchi district specifically, Jio's local hiring efforts and higher training participation reflect a stronger connection with the local community and a commitment to skill development. While BSNL offers higher salaries, Jio compensates with a faster-paced, technology-driven culture that appeals to younger employees. Overall, Jio's forward-thinking HR strategies position it as a leader in employee satisfaction, retention, and organizational development, while BSNL must modernize its approach to remain competitive in the evolving telecom industry.

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