

**AN EMPIRICAL STUDY ON HRD PRACTICES IN TELECOM COMPANIES: A TOOL TO SUSTAINABLE ORGANISATIONAL DEVELOPMENT**

(With reference to Public (BSNL) vs. private (Airtel) in Vijayawada Krishna dist. Andhra Pradesh)

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**Abstract**

*This study is based on primary data with of 210 sample respondents 105 each from BSNL and Airtel companies operating at Vijayawada Andhra Pradesh. An attempt is made in this paper to examine the various HRD practices (Training, Career Planning and Development and Employee Role Satisfaction) and its impact on employees conducted at Bharat Sanchar Nigam Limited and Airtel companies. Statistical tools like percentage, Chi-square test were used to analyse the data collected.*

**Keywords:** HRD Organization Development, BSNL, Airtel.

**Introduction**

People are the real assets of an organization provided treated well they can take organizations to commendable heights. Two plus two can be four or even ten. Organizations are generally driven by a set of predetermined goals and they employ physical, financial and human resources in order to achieve the goals. These goals have no meaning unless people understand the underlying philosophy, translate them into concrete action plans and put their hearts while realizing the targets. Organizations thus depend on people for the achievement of the objectives and goals, in similar way, people need organizations. The vast majority of people work to support themselves and their families and people also work for many reasons other than economic security.

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To meet their multifaceted needs, people and organizations join hands. Unfortunately, this union seldom approaches perfection. Organizations face several problems in their attempt to be productive and efficient in their tasks and feel satisfied in their work. The challenge of human resource management is to minimize these obstacles and improve the contribution made by people to the organizations. Human Resource Development (HRD) as a theory has a framework for the expansion of human capital within an organization and the individual to achieve performance improvement. **Peter F. Drucker** said the resources stand under the laws of mechanics. They can be better utilized or worse utilized, but they can never have an output greater than the sum of the inputs... Man alone of all the resources available to man, can grow and develop.

Human Resource Development (HRD) deals with creating conditions that enable people to get the best out of themselves and their lives. Development is a never-ending process. As people develop themselves in new directions, new problems and issues arise, requiring them to develop new competencies to meet the changing requirements, aspirations and problems. There are, however, some universal goals towards which all human resource development efforts should aim to achieve. HRD embraces all those policies and programmes that support and sustain equitable opportunities for continuing acquisition and are mutually beneficial to individuals, the community and the larger environment of which they are a part. **Adam smith**<sup>1</sup> states “the capacities of individuals depended on their access to education” the same statement applies to organization themselves, but it requires a much broader field to cover both areas.

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<sup>1</sup> **Krishnamachari, P** “HRD Practices in IT Industry” **Business Vision**, Quarterly Management journal, October-December-2012. Vol. 8 No.4 pp 98-99.

Every Organization is established with certain objectives and the efforts are put into carryout different activities to achieve the predetermined objectives. The objectives of the organisation were not difficult to achieve in past due to stable business environment. In last few decades, the global business environment has undergone drastic changes in social, cultural, legal political, physical, technological and competition spheres. Organization performs its tasks with the help of resources such as men, money, and machine, material as all are important in their places. Manpower is a live resource and others are non-living resources. Manpower with the combination of other resources and gives output.

**Review of Literature:** The review of literature has been presented in order to assess the importance of career planning and employee development, companies especially in telecom sector as there are very few studies conducted so far in this areas, however, a few important studies have been presented here

- 1) **Arvind chauhan & Vitnalbhai patel (1980)<sup>2</sup>** have described in their article on manpower planning. In simple terms can broadly be described as those functions of personnel managers which covers inter- alia forecasting, acquiring, developing, managing and utilizing. HR for organizational objectives is in consonance with individual objectives.
- 2) **Subba Rao P. (1986)<sup>3</sup>** in his article “Bank branch manager as a councillor” discussed the significance of counselling and action planning for employee development. He felt that bank branch mangers who council their employees as and when required can be

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<sup>2</sup> A Chauhan, Patel, Manpower planning, Indian Management October 1980, Vol. 19, June-Dec 1980 pp 35-38

<sup>3</sup> Subba rao P. “Bank branch manger as a councillor” Sate Bank of India monthly review, New Delhi, October 1986. Vol XXV, No. 10. pp 494-495.

- successful managers due to the fact that employees who work under them work with commitment and involvement.
- 3) **Anad V (2009)**<sup>4</sup> in his article stated Human Resource Development (HRD) being in the background, it still plays a very important role in the overall success of any business organization, because the HRD is a unique department among all, it is to train the people and prepare the career development programmes for the development of employees from executives to top level management.
  - 4) **Sailaja P. (2011)**<sup>5</sup> in her article stated HRD aims at developing of one's career and implementation of career plans by means of education, training, job search and acquisition of work experiences. HRD includes succession planning which implies identifying, developing and tracking key individuals for executive positions.

All these studies help the management to improve the existing state of affairs mainly by emphasizing on functional areas of career planning and employee development.

#### **Need for the study:**

In the dynamic and globalized competitive business practice a competent and committed workforce underpins the success of the organization. The HRD approach, which has been gaining the attention of management professionals during the last decade, has become the need of the hour due to various reasons. Widespread industrial unrest, industrial recession, growing trade union influence on work force, strained worker-management relationship, increasing gulf between management and their people, emergence of militancy in trade unionism, and the growing conflict in the industrial relations scene have resulted in the workers getting out of gear of the management in many industries in

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<sup>4</sup> Vijay Anand, HR Costing score Card HRD Times, February, 2009 Vol 11. pp 40-41.

<sup>5</sup> .Sailaja P. "Right HRD Strategy" HRD times may 2011, vol 13. No. 5 pp 41-42.

India. This has made the management to think in terms of carrying their workers with them. Convincing the workers of the management's concern for them may, perhaps, go a long way in getting along with them and ensuring their better performance. BSNL and Airtel companies are conducting massive programmes on HRD Practices i.e Training, career planning and employee development and Employee Role satisfaction etc. to their employees. The need for enquiring into the HRD Practices was felt. Against this background, the researcher has selected this topic in the above mentioned organizations.

### **Objectives: Prime Objective**

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

- A. to study socio-economic conditions of the sample respondents;
- B. To study the HRD practices such as training and development, Career planning and development and employee role satisfaction in the selected organization
- C. to offer the pragmatic recommendations to improve HRD Practices at BSNL and Airtel companies based on the findings of the study

**Methodology:** This study is based on the primary data, as it is related directly to the user (employees). Adequate information has been collected through the structured questionnaire which was served to the BSNL and Airtel employees. And oral information is also gathered from the employees include the middle level management staff consisting of the heads and staff of the functional departments like production, marketing, human resource, finance and systems (MIS) and Customer relations management. The size of the sample was taken as 105 employees at random from the each organization; totaling a sample of 210. the questionnaire were adopted from the HRD Practices TV Rao and Krishnaveni. The analysis has presented in this article only the summary of the chapters.

**Limitations:**

- 1) This study has been conducted with only 210 employees of the two organizations
- 2) This is a partial study and has more scope for further research

**Discussions and Results****Table 1. Demographic Factors of respondents**

Demographic Factors		Type of Banks		Total
		Public sector (BSNL)	Private Sector (Airtel)	
Gender	Male	62 (59.1)	74 (70.5)	136
	Female	43 (40.9)	31 (29.5)	74
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
Age	21-30	26 (24.7)	38 (36.2)	64
	31-40	49 (46.7)	43 (40.9)	92
	41-50	16 (15.2)	16 (15.2)	32
	> 50	14 (13.3)	8 (7.6)	22
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
Education	SSC/Intermediate	7 (6.6)	5 (4.7)	12
	Graduates	32 (30.4)	27 (25.7)	59
	Post Graduates	41 (39.5)	42 (40.0)	83
	Technical	25 (23.8)	31 (29.5)	56
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
Years of Experience	1-5	27 (25.7)	43 (40.9)	70
	6-10	33 (31.4)	35 (33.3)	68
	11-15	25 (23.8)	17 (16.2)	42
	>15	20 (19.5)	10 (9.5)	30
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>

<b>Marital status</b>	Married	93 (88.5)	71 (67.6)	164
	Unmarried	10 (9.5)	32 (30.5)	42
	Divorced	Nil	2 (1.9)	2
	Widower	2 (1.9)	Nil	2
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
<b>Salary</b>	Below 10,000	3 (2.8)	6 (5.7)	9
	10001-20000	32 (30.4)	41 (39.5)	73
	20001-30,000	47 (44.7)	52 (49.5)	99
	30001 and above	23 (21.9)	6 (5.7)	29
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
<b>No. of Dependents</b>	None	9 (8.5)	7 (6.6)	16
	One	30 (28.5)	35 (33.3)	65
	Two	28 (26.7)	23 (21.9)	51
	Three	19 (18.0)	13 (12.3)	32
	Four and above	19 (18.5)	27 (25.7)	46
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>20</b>

Source; Field survey

The above table demonstrates the demographic factors of sample respondents. It shows that male respondents are higher than the female respondents working both in public (BSNL) and private (Airtel) sector organizations. Majority of respondents working in the organizations fall in the age group of 31-40, followed by 21-30 age group, and post graduate respondents are higher as compared to other educational groups. In both the organizations employees with 1-5 years and 6-10 years experience are high as compared to other segments of experience. Regarding marital status married people are dominating in both the organizations, respondents having salary levels

of Rs.20001-30,000 are high as compared to other income levels in both organizations, and employees with one dependent are in first place with 65 out of 210, followed by two dependents numbering 51.

**Table 2. Overall analysis on Employee Training**

The statements in training programmes is measured by Likert-type five point scale rating has given by -2 (Strongly Disagree), -1 (Disagree), 0 (Neither Agree (or) Nor Disagree). 1(Agree), 2(Strongly agree). For training programmes dimension the researcher is combining all those 32 statements and divide by 32 and found the below average scores and standard deviations.

Training programmes	N	Mean	S.D	Z-Value	P-value	Decision
BSNL	105	1.1847	0.2347	-2.07	0.04	Significant
AIRTEL	105	1.2456	0.1897			

The average opinion score of the respondents who were from AIRTEL(1.2456) is significantly greater than the BSNL(1.1847) respondents as per the significant Z-value(2.07) and its significant P-value(0.04) at 5% level of significance i.e., training programmes conducted by the AIRTEL organization is significantly good than the BSNL organization. Further, the average score is greater than “1” which indicates that the opinion is above the agree level.



**Conclusion:** Every year galaxy of changes have been brought about in telecom industry. The changes in technology and services and all other connected activities have taken place at quicker pace than ever. This necessitates a change in the attitude of the employees, a change in the customer handling process, a change in their skills, a change in their approach etc. added to this, employees try to excel at their work and advance in their career. This is possible only when the organization provides the state-of-the-art training to their employees. The BSNL and Airtel are the pioneer organisations conducting such training programmes, and it is observed that in the two sample units majority of the employees are very much satisfied and it is a good sign in the area of training for employees in BSNL and Airtel.

**Table. 3. Overall analysis on Career Planning and Employee Development**

The statements in Career Planning and Employee Development is measured by Likert-type five point scale rating is given by -2 (Strongly Disagree), -1(Disagree), 0(Neither Agree (or) Nor Disagree). 1(Agree), 2 (Strongly agree). For the Career Planning and Employee Development combining all those 28 statements and divide by 28 and found the below average scores and standard deviations.

<b>Career Planning and Employee Development</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>Z-Value</b>	<b>P-value</b>	<b>Decision</b>
BSNL	105	1.2872	0.3246	-2.33	0.021	<b>Significant</b>
AIRTEL	105	1.4071	0.4144			

The Z-value (-2.33) and its corresponding significance value (0.021) reveals that there is a statistically significant difference between the opinions of the respondents who were working on the respective organizations on the dimension “Career Planning and Employee Development”. Further, the average opinion score of the respondents who were from AIRTEL(1.4071) is significantly greater than the BSNL(1.2872) respondents at 5% level of significance i.e., Career Planning and Employee Development by the AIRTEL organization is significantly good than the BSNL organization.

**Conclusion:** The strong need for higher productivity and performance has been felt in every organization across the world because the situation is very competitive it has become very difficult to increase sales due to tough competition. The way to solve this problem is through cost reduction, and optimum utilization & performance of human resource. The management has to ensure that the employees have awareness about their career paths and career mapping for every individual, which results in employees to work with commitment and passion. Further, the average opinion score of the respondents who were from AIRTEL(1.4071) is significantly greater than the BSNL(1.2872) respondents at 5% level of significance i.e., Career Planning and Employee Development by the AIRTEL organization is significantly good than the BSNL organization.

#### **Table 4. Overall analysis on Employee Role satisfaction**

The statements in Employee Satisfaction is measured by five point scale rating from 1 (No opportunity), to 5(Great deal of opportunity). For this dimension the researcher is combining all those 24 statements and divided by 24 and found the below average scores and standard deviations.

Employee Satisfaction	N	Mean	S.D	Z-Value	P-value	Decision
BSNL	105	3.065	0.457	-2.80	0.006	Significant
AIRTEL	105	3.334	0.872			

The average opinion scores of BSNL and AIRTEL is greater than “3” which indicates that the opinion of the respondents who were working in both the organizations states that employee satisfaction is giving some opportunity to grow. Further, the Z-value and its P-value make note that the opinion of the respondent who were working in AIRTEL opined more positively than the BSNL and concludes that there is a statistically significant difference between their opinions at 5% level of significance.

**Conclusion:** In today’s business employee role satisfaction is very important. Today every industry is facing serious problem of retention of employee. In this chapter an attempt has been made to analyse the role satisfaction activities which are being practiced in BSNL and Airtel in detail. These role satisfaction variables include **Achievement, Influence Control, Affiliation, and Extension**. Every variable consists of a few statements, based on the variable the researcher has framed 24 statements which are being practiced at BSNL and Airtel. Wherein the case of majority of the statements it is found the employees are very much satisfied in both units. The average opinion scores of BSNL and AIRTEL is greater than “3” which indicates that the opinion of the respondents who were working in both the organizations states that employee satisfaction is giving some opportunity to grow. Further, the Z-value and its P-value make note that the opinion of the respondent who were working in AIRTEL opined more positively than the BSNL and concludes that there is a statistically significant difference between their opinions at 5% level of significance

**Findings of the study:**

- 1) It is observed that in BSNL and Airtel units majority of the sample respondents of about 46.7 percent in the case of BSNL as compared to 40.9 percent of Airtel belong to the age group of 31-40 years, followed by 21-30 years of age group, where 24.7 percent of BSNL against 36.2 percent of Airtel, against those respondents in the age group of 50 and above constitute a minor share of 13.3 percent in BSNL against 7.6 percent in Airtel respectively.
- 2) It is evident from the analysis that 29.6 percent of Airtel respondents against 23.8 percent of BSNL respondents stated that they agree to the statement, that training programmes are given adequate importance, while a meagre 9.5 percent as compared to 5.7 percent of respondents respectively strongly disagreed. Further it can be concluded from the analysis that agreeableness and strong agreeableness between companies is mixed in nature.
- 3) It is found from the study that majority of respondents endorsed a negative view over the statement that training programmes are periodically evaluated and improved. It is dissatisfying to observe that as much as 33.1 percent of Airtel respondents as compared to 30.4 percent of BSNL stated disagreed, and it is also found that majority of respondents disagreeableness and strong disagreeableness is more identified in Airtel and BSNL.
- 4) It is found from the analysis that greater part of the respondents expressed positiveness to the statement, that organization has conducive environment to achieve proper career planning and employee development. About 40.9 percent of Airtel respondents against 25.7 percent of BSNL strongly agreed, whereas a meagre 7.8 percent against 10.4 percent

- of respondents respectively strongly disagreed. Further it can be concluded from the analysis that mixed opinion is observed between the two units over the statement.
- 5) Regarding providing equal opportunities to all its employees in the organization, it is found that 25.8 percent of Airtel against 22.9 per cent of BSNL respondents stated disagreed, whereas 20 percent of Airtel as compared to 17.1 percent of BSNL respondents strongly agreed
  - 6) It is found that difference of opinion from two units that in case of Airtel majority of respondent stated positive, whereas in the case of BSNL majority of the respondents stated negative to the statement. Out of total sample respondents 25.8 percent of BSNL respondents disagreed to the statement, against 20 percent agreed and 19 percent of respondents of the same firm have strongly disagreed, against 16.1 percent strongly agreed. Whereas 18 percent of respondents have strongly agreed, against 10.4 percent who have strongly disagreed. The above analysis concludes that action plans are prepared to improve employees career plans is more prone with respondents of Airtel as compared to BSNL and the disagreement sounds well with BSNL.
  - 7) It is dissatisfying to observe from the analysis that majority of the respondents in both the units stated negative to the statement that Development of subordinates is seen as an important part of their job by the managers/officers. It is evident that about 27.6 percent of BSNL respondents as compared to 20.0 percent of Airtel respondents who stated disagree to the statement, whereas 14.2 percent of Airtel respondents against 12.3 percent of BSNL respondents stated strongly agreed.
  - 8) It is dissatisfying to observe from the analysis that greater part of the respondents in both the units stated negative to the statement that giving ideas or suggestions to superiors. It is found that out of total sample respondents about 32.3 percent of

BSNL against 28.6 percent of Airtel expressed that there is very little opportunity. It can be concluded from the analysis that in between two units there is mixed reaction regarding the level of dissatisfaction.

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

**Suggestions:**

- 1) Intensive efforts should have to be initiated for designing well structured orientation programme for new Recruities which will expose them to different functions and duties in the organization.
- 2) An important problem to be solved is regarding insufficiency of duration of the training programme as revealed by the respondents of 38.1 percent of BSBL. It is suggested that the HRD department should ensure that the duration of training (induction/sales/customer relation/skill development, etc) programme to be increased at least by one week to 10 days so that the trainees will have a comprehensive experience which results in employee satisfaction and increased return on investment (RoI).
- 3) The top management efforts should be directed towards developing new career paths and new career planning schemes in the organization, which results in improving the morale

- motivation, and confidence levels. These measures certainly culminate in the retention of the existing employees
- 4) As action plans are most important to fulfill the employees career planning and development aspirations, it is suggested that the BSNL management and HRD departments, should initiate steps to prepare separate career plans and action plans based on the upcoming projects and placements in the organization. Besides, management has to share with the employees about the new plans, qualifications and skills required so that the employees will be well equipped, as 25.8 percent of BSNL respondents disagree to the statement.
  - 5) Employees are encouraged to experiment with new methods and tryout creative ideas. However, it is revealed in the study, about 47.0 percent of BSNL respondents stated negative to the statement. Hence it is suggested the management has to, provide a chance to the employees to implement new methods and creative ideas. It is like a self management, with close monitoring and also supplements necessary inputs and resource /infrastructure from superiors. This will help in boostingup the quality, productivity and efficiency of the employees working in different segments of the organizations.
  - 6) It is found in the study that 32.3 percent of BSNL respondents against 28.6 percent of Airtel expressed that very little opportunity to the work practice that giving ideas and suggestions to superiors. Against the above observation, it is suggested the BSNL and Airtel top managements have to pay special attention and appropriate steps should be taken to involve the subordinates in decision making and it must also be ensured that an egalitarian culture is built within the

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

**Scope for further Research:** the study can be conducted in related business Telecom Industry only. HRD Practices are to be studied in other types of industries in India because HRD Practices is the most important activity to the organization for smooth running of the organization.

**Conclusion:** The strong need for higher productivity and performance has been felt in every organization across the world because the situation is very competitive and critical. It has become very difficult to increase production or sales due to tough competition. The management is in fix of what to do and what not to do to increase the profitability of the company. The way to solve this problem is through cost reduction by giving higher productivity and performance The operation cost would go down and it would contribute definitely in increasing the production quantity, quality and profitability of the company. The HR management is keenly interested for proper utilization of manpower so that the performance can be increased and sustained in future to keep on achieving targets. This can be done through different approach. For this purpose, managing performance of employees as a whole is very important performance management



takes care of this function. To get the talented and experienced persons is very difficult and further it is more difficult to satisfy and motivate them so continuously. For this, the important tool is mapping career paths for every individual, continuously and the top management has to share the career paths to every individual so that the retention rate will not a serious problem to the organization.

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