



## HUMAN RESOURCE DEVELOPMENT IN TELECOM SECTOR: EMPIRICAL STUDY OF BHARAT SANCHAR NIGAM LIMITED

**Prof. Rajnalkar Laxman**

*Professor, Department of Commerce, Gulbarga University, Kalaburagi, Karnataka, India*

**Mr. Abhishek Limbare**

*Research Scholar, Department of Commerce, Gulbarga University, Kalaburagi, Karnataka, India*

### ABSTRACT

#### KEYWORDS:

*Telecommunication, Human Resource, employees*

*The telecom industry has a huge thirst for business and is a dynamic and booming industry at present as many telecom operators are providing network services in India. The present paper highlights the growth of the Indian telecom sector and existing status in India. Subsequently, Liberalization-Privatization-Globalization (LPG) provides Indian Telecommunication sector a wing to grow with the some of the foreign telecom players which are running business in merger with Indian players, as India has great potential of users as it is second populated country in the world. In recent times, Indian telecom market has emerged as one of the fastest growing telecom markets in the world, Reliance jio a telecom operator from India has brought a paradigm shift and revolution in the telecom market in India by offering free calls and unlimited internet exclusive free for a year has posted a new challenge to competitors, thus the number of mobile users have raised in India. This has made India the country which offers cheapest Internet services in the world, particularly by the unparalleled growth in mobile users and now the second largest telecom market globally. Since, it acts as an input for other sectors and promotes various most need services in electronic activities such as e-education, e-health, e-commerce, e-marketing and e-governance which notice the e-readiness of a country. Comparatively, e-commerce has greater influence on today's economy through world-wide. The paper brings out the ways of developing the people with the aim of meeting future challenges. Various aspects which are show causing the HRD has brought a behavioural change among its workforce in a unique way in private players has to be learnt by the employees of the sample unit*

*This present paper accords to bring out the narrative of the employees perception and their commitment towards the HRD. The survey has covered 412 employees of sample organization, the opinions of the staff has been collected by administering well designed questionnaire.*

#### INTRODUCTION

Amongst all the creatures in the world the human species is unique, because of its ability to communicate feelings, emotions and thought process through communications channels. Therefore, the need for a communication tool has been in existence from the early days of human life. In the past, people used smoke, fire, drums, lights and signals to send or receive messages and later on, birds and messengers were used to communicate information from one place to other. The foremost problem in communication is delay in time. This urged people to look for a faster way of communication and has led to electronic inventions like telegraph and telephone. The outcome of these forms of communications was that, it

linked people across the globe and enabled them to communicate quickly. Innovation in technology has been transformed the telecommunication sector. The telecom sector shifted from voice communication to data communication. The convergence of information technology in the telecommunication sector recognized it as an information service due to the emergence of broadband which acted as a major tool for global competition. Since, it acts as an input for other sectors and promotes various most need services in electronic activities such as e-education, e-health, e-commerce, e-marketing and e-governance which notice that the e-readiness of a country. Comparatively, e-commerce has greater influence on today's economy through world-wide.

**REVIEW OF LITERATURE**

In order to find out the gaps in research, the literature already available pertaining to the problem is too reviewed. Before embarking upon the research study the researchers made an attempt to review the literature related to research paper; number of Research articles in journals and magazines

were found while carrying out present research work. This Literature Review formed a base for completion of this study.

**Research Articles:**

The researchers collected more number of significant research articles to review the literature related to research topic are as follows –

Name of the researchers	Year	Outcome of the research study
<i>Dayal</i>	1989	According to the author, HRD is a shared belief of management that links the organizational development with individual growth. The author also raises some relevant issues concerning the future of HRD in Indian organizations.
<i>Jain</i>	1996	The author emphasized that the importance of the HRD practices are yet to be acknowledged and has to be examined at a point where it contributes to the organizational effectiveness. In this context the author also presented a general model of HRD, which explains the variables contributing significantly to the development of public sector undertakings in India.
<i>Bhatnagar and Menon</i>	1999	In their research paper concluded that if an organization desires to survive and prosper in the ever-changing environment, its human resources must be in the constant state of development.
<i>Pattanayak</i>	2001	It suggested taking the help of professionals while planning strategies so as to meet the competitive edge and to achieve a corporate moral excellence. Corporate excellence is the combination of people, systems, products and marketing excellence.
<i>Mishra and Bhardwaj</i>	2002	The conclusion of research paper is derived thereby was that the HRD climate prevailing in private sector organizations was good and satisfactory. Further the authors suggested that the top-level managers should be responsible enough to introduce a well-integrated sound training policy for the training and development of employees.
<i>Reynolds et al</i>	2003	The study noticed that to supported it by stating that, broadband has stimulated the demand for telecommunication sector products and services, particularly it makes use of the entire bandwidth of wire line service where frequencies are split into channels.
<i>Ford et al</i>	2007	The study focus on addition to available infrastructure there are various factors such as demography, social and geographical factors which account for diffusion of broadband service in a country. These are some of the major causes for the wide digital gap that exists among the countries and within the country.
<i>Upadhyay</i>	2012	It could be observed that the external marketing refers to the traditional marketing that includes all the 4P's are product, price, place and promotion. As broadband service is a technology specific service, ITU states that, the fruitfulness of broadband service could be achieved only by utilization of proper device.

**OBJECTIVES OF THE STUDY**

The present paper has following objectives to be achieved,

1. To know the theoretical concept of the term 'Human Resource Development in respect of telecom sector organisation.
2. To examine that how the staff has perceived the concept of the HRD and their commitment to it in the sample region.
3. To suggest remedial measures for improving the HRD practices in telecom sector organisation, in BSNL HK-Region.

**METHODOLOGY**

The present paper is based on both forms of the data. The nature of the paper is descriptive.

**Data Collection:** Data collected for the study was through Primary and Secondary sources. It consists of original data gathered for the present study. The first hand information has been collected through a suitable is well structured questionnaire. The present study is mainly based on primary data source collected from the employees of '*Bharat Sanchar Nigam Limited in Hyderabad-Karnataka Region*'. Employee opinion was rated on five point scale.

- a. **Secondary Data Source:** The study consists of information that already exists that has been collected for the purpose of this study. The secondary data source information has been

collected through the company websites, journals, magazines and internet.

- b. **Sample Size:** 412 respondents have been selected for the survey.
- c. **Sample area:** BSNL Hyderabad- Karnataka Region

**TOOLS AND TECHNIQUES OF THE RESEARCH STUDY**

In the present study, the researchers has applicable suitable statistical tool as percentage for analysis of data and to draw meaningful conclusion therefrom. The relevant tools were also applied for analysing the primary data especially for the purpose of knowing the attitude of '*HRD in telecom sector organization - empirical study of BSNL in HK Region*'. An analytical tables and charts have been constructed for the effective presentation of the results of analysis.

**THE STUDY**

Human Resource Development (HRD) is a subject gripping paramount significance at a national level, and it is much more of prodigious germanises in a developing and the most populous country like India. Over the years, organizations worldwide are becoming cognizant with the prominence of human resource. The real life experiences substantiate the assumptions that no matter how automated the activities of an organization may become, it is extremely challenging to manage it unless the human efforts are integrated

with them. The competitors can buy same or better machines or materials, but the difference between the high performing company and the one performing low lies in its people. An organization can rise only up to the level its people can take it to. HRD also associates the growth of the organizations with the development of its employees.

**THE CONCEPT**

- *To know the theoretical concept of the term ‘Human Resource Development with respect to telecom sector organisation.*

Human resource development is the process of developing the human resource working in an organization by modernizing their knowledge and upgrading their skills, attitudes and perceptions in order to meet out the changing trends of the globalised economy and also to utilize those developments for the attainment of the organizational goals.

- In the present scenario of globalization and liberalization, it is extremely important to understand the real worth of the people in any organization. It is not sufficient to address people as the strategic asset of the organization but to believe that they are the real and the most important asset in any organization or firm.
- People are not just the packet of acquaintance and skills but they are the free agents who are proficient of handling the competition and dynamism of this era with their potential and are capable of bringing colossal values to an organization. HRD as an activity is extremely significant in achieving organizational excellence i.e. to excel with people, process and performance.
- To be a survivor in the present scenario of cut-throat competition, the organizations have to develop some appropriate HRD strategies to manage their work force in an organized manner and align their potential with that of their corporate missions and objectives.
- Human Resource Development aims at assisting people to acquire competencies that are being required to perform their duties in an efficient

manner and to let the organization ripe the fruits of their know-how and talents. HRD is a process which is needed to make the people grow continuously and growth of people will ultimately lead to the growth and development of the organization.

Human Resource Development (HRD) is a positive concept as an area of managing human resources. It is based on the belief that it is imperative and constructive for an organization to invest in human beings to bring substantial benefits in the long run. It aims at the overall development of the human resource in order to contribute for the well-being of the employees, organization and the society at large. Out of the fundamental areas of Management, Human Resource Management is adjudged as the most important area of study and concern. In the Management of four Ms i.e. money, machines, materials and men, the management of men is the most significant and challenging. HRD is rooted in the belief that human beings have the potential to do well. It therefore, secures a premium place for the dignity and tremendous latent energy and potential of people. Where the balance sheet shows people on the debit side, HRD seeks to show them as ‘assets’ on the credit side. In the present era of liberalization and globalization HRD is emerging as an interdisciplinary and integrated approach for the development of human resource.

Accordingly, HRD has proved and has been accepted widely as one of the most effective tools that ensure the overall development of the organization. It is a process which aims at developing the know-how and skills of the human resource in an organization and to upgrade their potential in order to make them competent enough to beat the competitive edge.

**THE EMPIRICAL EVIDENCE**

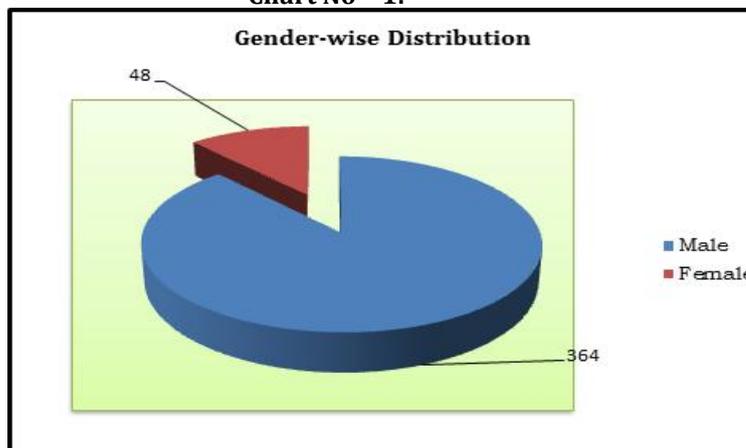
The researcher has analysis and interpretation of the data pertaining to ‘Human Resource Development in Telecom sector organization – empirical study of BSNL in HK-Region’ is carried out and present in below tables and graphs respectively. The classification of the respondents based on their gender is presented in table no. 1.

**Table No - 1:  
Gender-wise distribution**

Parameters	Frequency	Percent
Male	364	88.3
Female	48	11.7
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 1:**



From the above table- 1, it has been observed that out of the total population 364 (88.3%) respondents were male and further 48 (11.7%) respondents were female. In this study,

hence it is inferred that the sample organization has higher number of male employees respectively.

Parameters	Frequency	Percent
Post Graduate	102	24.8
Graduate	248	60.2
Diploma	42	10.2
ITI	4	1.0
PUC	8	1.9
Other	8	1.9
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 2:  
Educational Qualification**

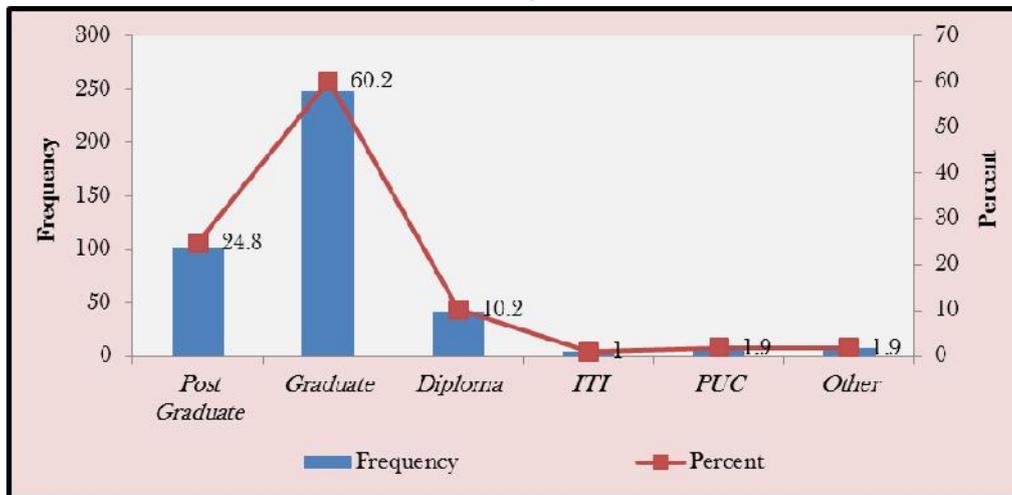


Table no.2 indicates that 248 respondents forming 60.2 percent of the respondents were graduates. The respondents of the post graduate and diploma were forming 102 (24.8) and 42 (10.2) percent respectively. Only 8 (1.9) and 4(1.0) percentage of the respondents belong to the category of PUC,

other and ITI respondents. A majority 60.2 percent of the respondents belongs to the graduate which shows that the graduate of the respondents are more in study area of HK regions.

Attributes	Frequency	Percent
Less than 5 years	40	9.7
6 - 10 years	74	18.0
11-15 years	80	19.4
16 - 20 years	58	14.1
21 years and above	160	38.8
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 3:  
Experience (In terms of years)**

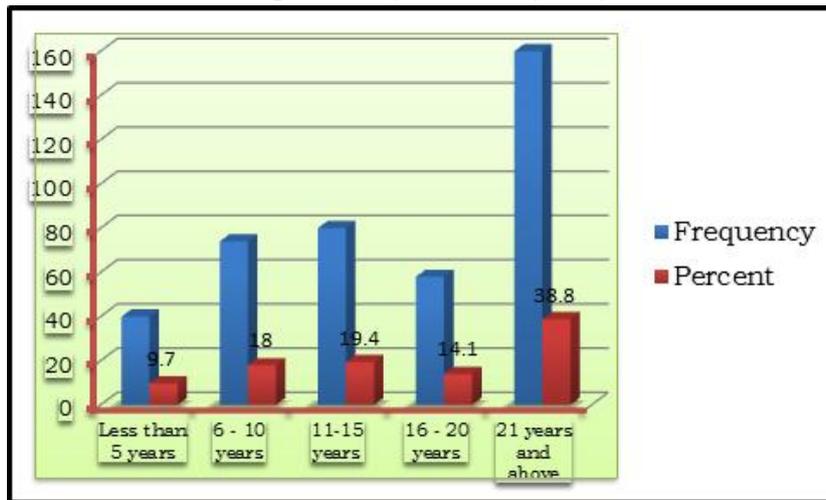


Table no.3 represents that 160 respondents forming 38.8 percent of the respondents were 21 years and above. The respondents of the 11 – 15 years and 6 – 10 years were forming 80 (19.4) and 74 (18) percent respectively. Only 58 (14.1) and 40 (9.7) percentage of the respondents belong to the category of 16 -20 years and less than 5 years of experience

of study respondents. A majority 38.8 percent of the respondents belongs to the 21 years and above which shows that the experience in working nature with more efficiency and to create good will to the organisation in study area of HK regions.

<b>Table No - 4: Increased Quality Awareness</b>		
<b>Attributes</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	101	24.5
Agree	227	55.1
Disagree	56	13.6
Strongly Disagree	20	4.9
Cannot Say	8	1.9
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 4:  
Increased Quality Awareness**

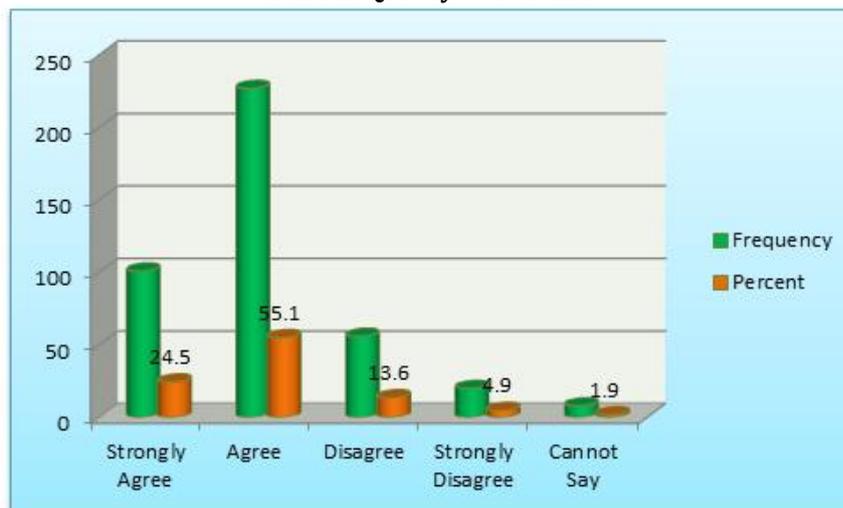


Table no.4 noticed that 227 respondents forming 55.1 per cent of the respondents felt the ‘increased quality awareness’ aspect were agree, 101 respondents forming 24.5 per cent of the respondents felt the increased quality awareness’ aspect were strongly agree, 56 respondents forming 13.6 per cent of the respondents felt the ‘increased quality

awareness’ were disagree, 20 respondents forming 4.9 per cent of the respondents felt the ‘increased quality awareness’ aspect were strongly disagree, and rest of the 8 respondents forming 1.9 per cent of the respondents felt the ‘increased quality awareness’ aspect were cannot say.

Attributes	Frequency	Percent
Strongly Agree	123	29.9
Agree	117	28.4
Disagree	92	22.3
Strongly Disagree	52	12.6
Cannot Say	28	6.8
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 5:  
Growing problems of employees**

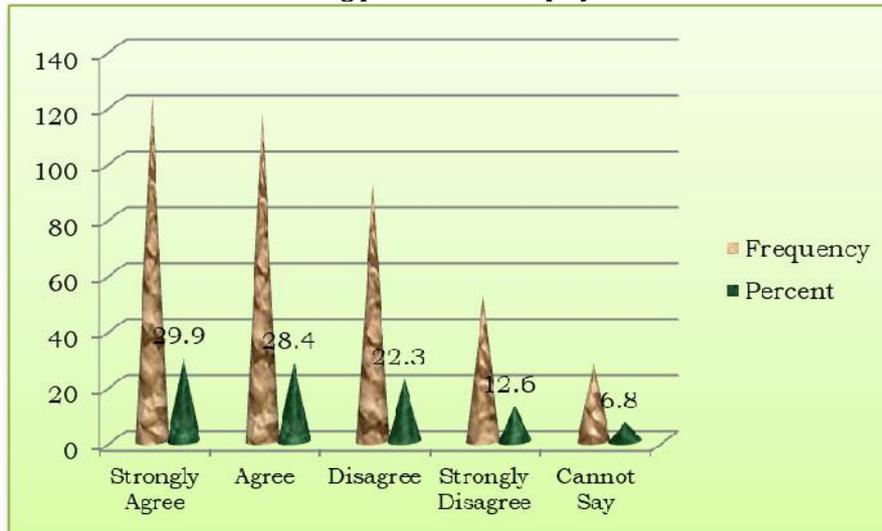


Table no.5 deals with about 29.9 per cent of the respondents, strongly agree which was followed by 28.4 per cent, 22.3 per cent of the respondents agree and disagree and for 12.6 per cent and 6.8 per cent of the respondents strongly

disagree cannot say. It is inferred that the growing problems of employees are very much important to employees of the organisation in study area.

Attributes	Frequency	Percent
Strongly Agree	30	7.3
Agree	203	49.3
Disagree	63	15.3
Strongly Disagree	104	25.2
Cannot Say	12	2.9
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 6:  
Responsibility of the manager to develop employees**

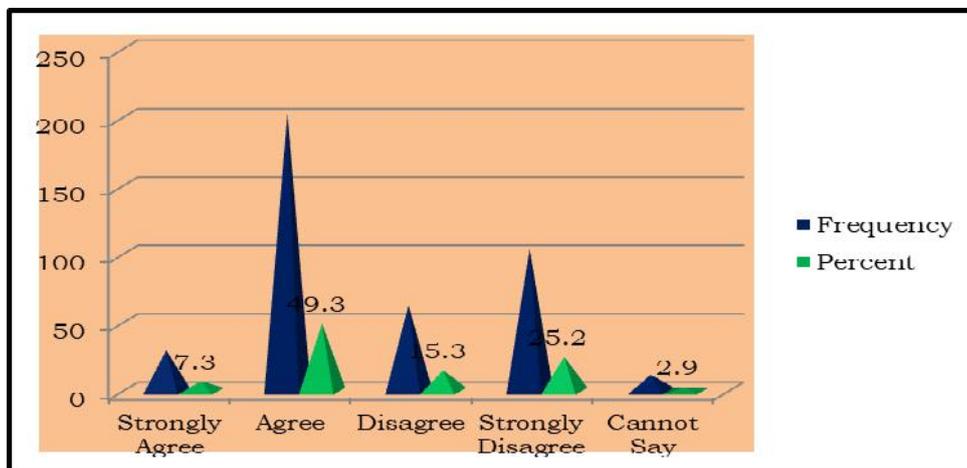


Table no.6, depicted that the majority 49.3 per cent of the respondents are agree with the aspect of ‘responsibility of the manager to develop employees’, which was followed by 25.2 per cent of the respondents who stated that strongly disagree with above stated statement and rest 15.3 per cent of

the respondents who indicate ‘disagree’ with this statement. Only about 7.3 and 2.9 per cent of the respondents shows the opinion is ‘strongly agree and cannot say’ about this statement.

Attributes	Frequency	Percent
Strongly Agree	50	12.1
Agree	128	31.1
Disagree	60	14.6
Strongly Disagree	65	15.8
Cannot Say	109	26.5
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 7:  
Top management emphasis on seminar/workshops and HRD related programme to enhance knowledge**

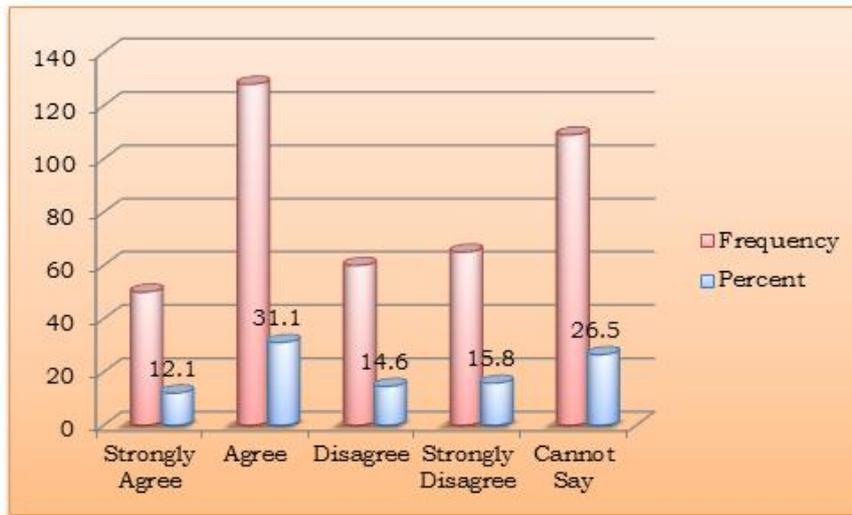


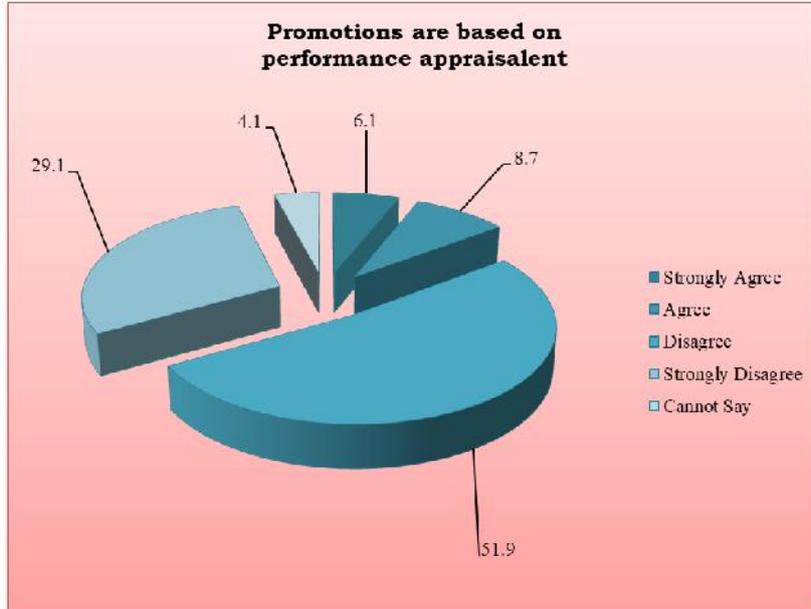
Table no.7 shows that 128 respondents forming 31.1 per cent of the respondents felt the ‘top management emphasis on seminar/workshops and HRD related programme to enhance knowledge’ aspect were agree, about 109 respondents forming 26.5 per cent of the respondents felt the ‘top management emphasis on seminar/workshops and HRD related programme to enhance knowledge’ aspect were cannot say, 65 respondents forming 15.8 per cent of the respondents

felt the ‘top management emphasis on seminar/workshops and HRD related programme to enhance knowledge’ were strongly disagree, more number 60 respondents forming 14.6 per cent of the respondents felt the above stated statement were disagree, and rest of the 50 respondents forming 12.1 per cent of the respondents felt the ‘top management emphasis on seminar/workshops and HRD related programme to enhance knowledge’ aspect were strongly agree.

Attributes	Frequency	Percent
Strongly Agree	25	6.1
Agree	36	8.7
Disagree	214	51.9
Strongly Disagree	120	29.1
Cannot Say	17	4.1
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

Chart No – 8:



The above mention table no.8, that the majority 51.9 per cent of the respondents are strongly agree with the aspect of 'promotion are based on performance appraisal', which was followed by 29.1 per cent of the respondents who stated that strongly disagree with above stated statement and rest 8.7

per cent of the respondents who indicate 'agree' with this statement. Only about 6.1 and 4.1 per cent of the respondents shows the opined is 'strongly agree and cannot say' about this statement.

**Table No - 9:  
Performance appraisals are taken seriously by the management and used for promoting employees to higher positions**

Factors	Frequency	Percent
Strongly Agree	111	26.9
Agree	158	38.3
Disagree	58	14.1
Strongly Disagree	5	1.2
Cannot Say	80	19.4
<b>Total</b>	<b>412</b>	<b>100.0</b>

Source: Field Investigation.

**Chart No - 9:  
Performance appraisals are taken seriously by the management and used for promoting employees to higher positions**

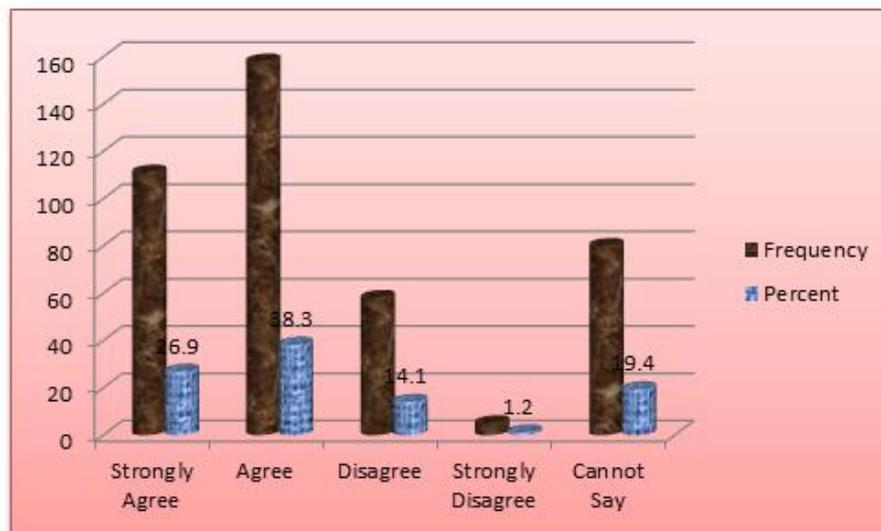


Table no.9 provides the data that 158 respondents forming 38.3 per cent of the respondents felt the 'Performance appraisals are taken seriously by the management and used for promoting employees to higher positions' aspect were agree, about 111 respondents forming 26.9 per cent of the respondents felt the 'Performance appraisals are taken seriously by the management and used for promoting employees to higher positions' aspect were strongly agree, 80 respondents forming 19.4 per cent of the respondents felt the statement were cannot say and rest of the 58 and 5 respondents forming 14.1 and 1.2 per cent of the respondents felt the 'Performance appraisal are taken seriously by the management and used for promoting employees to higher position' aspect were disagree and strongly disagree.

## FINDINGS

From the data analysis, the following major findings have been drawn are as under –

1. Majority of 364 employee respondents forming 88.3 per cent of the total were male and the rest of the 48 employee respondents forming 11.7 per cent were female. In this study, the male respondents constitute more than female of the total sample size of this study respectively [Table No.1].
2. The study indicates that 248 respondents forming 60.2 percent of the respondents were graduates. The respondents of the post graduate and diploma were forming 102 (24.8) and 42 (10.2) percent respectively. Only 8 (1.9) and 4(1.0) percentage of the respondents belong to the category of PUC, other and ITI respondents. A majority 60.2 percent of the respondents belongs to the graduate which shows that the graduate of the respondents are more in study area of HK region [Table No.2].
3. More number about 160 respondents forming (38.8) percent of the respondents were 21 years and above. The respondents of the 11 – 15 years and 6 – 10 years were forming 80 (19.4) and 74 (18) percent respectively. Only 58 (14.1) and 40(9.7) percentage of the respondents belong to the category of 16 -20 years and less than 5 years of experience of study respondents. A majority 38.8 percent of the respondents belongs to the 21 years and above [Table No.3].
4. The study noticed that 227 respondents forming 55.1 per cent of the respondents felt the 'increased quality awareness' aspect were agree, 101 respondents forming 24.5 per cent of the respondents felt the increased quality awareness' aspect were strongly agree, 56 respondents forming 13.6 per cent of the respondents felt the 'increased quality awareness' were disagree, 20 respondents forming 4.9 per cent of the respondents felt the 'increased quality awareness' aspect were strongly disagree, and rest of the 8 respondents forming 1.9 per cent of the respondents felt the 'increased quality awareness' aspect were cannot say [Table No.5].
5. About 29.9 per cent of the respondents strongly agree which was followed by 28.4 per cent, 22.3 per cent of the respondents agree and disagree and for 12.6 per cent and 6.8 per cent of the respondents strongly disagree cannot say. It is inferred that the growing problems of employees are very much

important to employees of the organisation in study area [Table No.6].

6. There were 51.9 per cent of the respondents are strongly agree with the aspect of 'promotion are based on performance appraisal', which was followed by 29.1 per cent of the respondents who stated that strongly disagree with above stated statement and rest 8.7 per cent of the respondents who indicate 'agree' with this statement. Only about 6.1 and 4.1 per cent of the respondents shows the opinion is 'strongly agree and cannot say' about this statement [Table No.8].
7. The study provides the data that 158 respondents forming 38.3 per cent of the respondents felt the 'Performance appraisals are taken seriously by the management and used for promoting employees to higher positions' aspect were agree, about 111 respondents forming 26.9 per cent of the respondents felt the 'Performance appraisals are taken seriously by the management and used for promoting employees to higher positions' aspect were strongly agree, 80 respondents forming 19.4 per cent of the respondents felt the statement were cannot say and rest of the 58 and 5 respondents forming 14.1 and 1.2 per cent of the respondents felt the 'Performance appraisal are taken seriously by the management and used for promoting employees to higher position' aspect were disagree and strongly disagree [Table No.9].

## SUGGESTIONS AND CONCLUSION

Indian telecom market has emerged as one of the rapid growing telecom markets in the globe, particularly by the unparalleled growth in mobile telephony and now the second largest telecom market world-wide. The eyes of the world are now on India, and the policy makers and the private players are working together to ensure that this growth and success story will continue with its prosperity. The present study was undertaken to understand the pluses of employees' perception of their affective commitment in relation to the prevailing of eight important aspects of the present study on 'HRD in Telecom Sector Organization: Empirical Study of BSNL'. The sample comprised 412 employees of selected 'Telecom sector organization – BSNL' data for the present study were gathered through self-administered questionnaire. The conclusion of this research paper indicates that if all eight attributes are seriously implemented and activated, then reaching its goal very faster. It can be strongly place in the heart of employees and customers in India and study area region.

## REFERENCES

1. *Bhatnagar J and Menon D (1999), 'Scaling Heights Together' Human Capital, Pp.40-44.*
2. *Dayal I (1989), 'HRD in Indian Organizations: Current Perspectives and Future Issues' Journal of Vikalpa, Vol.14, Pp.9-15,1989.*
3. *Deb T (2010), Human Resource Development Theory and Practices, Ane Books Pvt. Ltd., New Delhi. Pp.27 -94.*
4. *Ford G S Kowsky T M & Spiwak L J (2007), 'The Broadband Performance: A Policy' Relevant Method of Comparing Broadband Adoption among countries: Phaenix Center.*

5. **Information accessed from** 'The Indian Telecom Services Performance Indicators, January-March 2014, New Delhi, India. 30<sup>th</sup> July, 2014. Pp.1
6. **Jain V.K., (1996),** 'HRD practices in Indian Industries', Annol Publications Pvt. Ltd., New Delhi.
7. **Mathews & J J Megginson.D & Surtees M (2004),** Human Resource Development, Kogan Page India Pvt. Ltd. Pp.14.
8. **Michael V P (1995),** Human Resource Management and Human Relations, Himalaya Publishing House, New Delhi. Pp.155.
9. **Mishra, P and Bhardwaj G (2002),** 'HRD climate: An empirical study among private sector managers' IJIR, Vol.38. No.1
10. **Pattanayak B (2001),** 'Human resource perspective in Corporate Excellence: A proposed model' IJIR, Vol.36, No.3.
11. **R.Buvaneshwari and R. Prakashbabu (2013),** 'Study on consumers satisfaction towards mobile service with special reference to Aircel at mannargudi Town' Journal of business management and social science research (JBM&SSR) ISSN No.2319-5614, Vol.2 No.6, June 2013, Pp.27-30.
12. **Rao T V and Pereira D F (1986),** Recent experiences in Human Resource Development, Oxford and IBH Publishing Company Pvt., Ltd.
13. **Rao V S P (2005),** Human Resource Management, Excel Books, New Delhi - Pp.269 -274.
14. **Reynolds T Sacks & Kelly T (2003),** retrieved November 30, 2013, from [www.itu.int: http://www.itu.int/ose/spu/ni/promotebroadband/PB03-PromotingBroadband.pdf](http://www.itu.int/ose/spu/ni/promotebroadband/PB03-PromotingBroadband.pdf).
15. **Swarajayalakshmi (2005),** Human Resource Development in Public enterprises, Discovery Publishing House, New Delhi. Pp.38 -39.
16. **Upadhyay R (2012),** retrieved from [www.itu.int: http://www.itu.int/ITU-D/asp/CMS/Events/2012/ITP2012/RajkumarUpadhyayConvergenceDigitalEra.pdf](http://www.itu.int: http://www.itu.int/ITU-D/asp/CMS/Events/2012/ITP2012/RajkumarUpadhyayConvergenceDigitalEra.pdf).