



**A STUDY ON HRD PRACTICES OVER ORGANISATION COMMITMENT IN INDIAN  
TELECOM INDUSTRY**

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**Abstract:** - The present study has been undertaken to examine the perception of employees regarding the HRD practices that exist in Indian telecom sector and to analyze the impact of HRD practices over the Organisation commitment. The hypotheses were formulated to test the relationships between the independent Variables and the dependent variable. Questionnaires reliability was computed through the Cronbach's Alpha. The sample of the study consisted of 150 employees of Private Sector Telecom Company. Analysis of data was performed by SPSS software with t- test and regression analysis. The results of the study reveal a positive impact of HRD mechanism over Employee Commitment.

**Keywords:** HRD Practices, Participative Management, Telecom, Organisation Commitment, Training and Development.

**Introduction:** As liberalization, Indian Telecommunication sector is one of the few sectors, which has perceived the most fundamental, structural and institutional restructurings. Telecom Industry in India has registered an exceptional growth during last few years, propelled largely by the unprecedented growth of the mobile telephone and infrastructure which not only is beneficial for the telecom sector but has a multiplier effects over the entire economy. Over the years,

organizations worldwide are becoming cognizant with the prominence of human resource. Competent workforce has been treated as the most strategic asset in the organization. This realization has highlighted the significance of HRD practices and its implementation in organizations. An organization can rise only up to the level its people can take it to because HRD associates the growth of the organizations with the development of its employees. 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. With the advent of globalization and technological advancement,

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the market conditions have witnessed miraculous changes, and coping up with those changes along with rising expectations of the employees, and changes in management systems, have necessitated the researcher to focus the emphasis upon the presence and working of Human Resource Development (HRD) practices in the organization. Since the human resource is the most important and indeed an essential imperative for an organization to prosper and grow, their development is certainly an issue of concern for the management of any organization who retain them.

#### **Literature review:**

**HRD Practices:** HRD as an activity is extremely significant in achieving organizational excellence i.e. to excel with people, process and performance. A review of some of the important studies conducted by various Researchers in this field in various sectors and industries has been taken into account to overview the work done in this direction.

**Mufeed and Rao (2003)** made an attempt in their study to enlighten various aspects of HRD that have been practicing in the Indian organizations. The authors undertook a study in Grasim Industries (Bhiwani textiles) and had developed an illustrative model which could link the HRD mechanism of both the managerial and non-managerial processes, outcomes and organizational effectiveness.

**Patel and Iyer (2004)** studied the importance of HRD practices in a Pharmaceutical industry. In this context he undertook a survey of 125 respondents in 8 Pharmaceutical companies from different parts of Gujarat. The study reveals that in all the 8 companies, human resource has been treated well and the employees working therein feels motivated and could see a better scope for acquiring new skills and developing their existing knowledge. There exists a healthy sign of team spirit and co-operation among the employees, which enable them to exhibit their capabilities in an organized manner.

**Kumar (2005)**, pinpointed in his research paper that for the development of any organization the value and importance of employees has to be identified and appreciated. The philosophy of top management plays a significant role in generating dyadic relationship in any organization.

**Mufeed and Rafai (2005)**, review the present HRD scenario in organizational context and also identified those factors which are responsible for dissatisfaction regarding the practice of HRD mechanism among employees at different levels in an organization.

**Hassan et.al. (2006)**, investigates the employees' perception of human resource development (HRD) practices, to explore whether ISO certification leads to any improvements in HRD system, and to examine the role of HRD practices on employees' development climate and quality orientation in the organization. Results of the study indicated large inter-organizational differences in HRD practices.

**Rabbanee et.al (2008)** highlighted the issue of globalization and its impact over the development of human resource in developing countries. They focused on a number of outcomes of globalization promoting human development.

**Al-Kahtani & Khan (2014)**, carried out an empirical study in private sector telecom industry regarding the HRD practices in Saudi Arabia among the employees of Mobility at managerial and non-managerial level. The study brings out the existing picture of HRD practices in Private Sector Telecom Company and offers suggestions to improve the pace of such practices.

**Research Gap:** The foregoing literature clearly brings into light that a number of studies have been put forward by several authors regarding the HRD practices and mechanism at different levels of management in organizations. Various studies have been put forward for moderating the employees performance, employee retention/turnover, job satisfaction taking

Organizational Commitment as one of the independent variable but no study has been found which diagnose the factors leading to Organizational Commitment this provides at the disposal of the Researcher to assess the research gap for the present construct. Hence, the present study has been designed to look towards the analysis of HRD mechanism practiced by private sector Telecom Company and further to assess the impact of HRD mechanism over Organizational Commitment of employees.

**Significance of the study:** This research study will certainly highlight several areas where the policy makers in private sector telecom companies need to work upon. The dimensions chosen for study are categorized with a comprehensive approach that would cover almost all the aspects of HRD practices. The conclusions of the study would be a great source of literature to sort out some of the undesirable issues that are likely to crop up in the formulation and implementation of such HRD policies and practices.

**Objectives of the study:**

- To study the perception of employees regarding HRD practices being followed in Private sector telecom companies in India.
- To study the impact of HRD practices on employee's Organizational commitment in the private sector of the telecom industry.

**Research methodology:**

**Statistical Tools**

- For analyzing the results of the HRD mechanism, the dimension wise Mean and Standard Deviation have been calculated to know the nature of distribution of the dimensions selected.
- To further determine the veracity of the results obtained, t-test has been applied to find out the significant difference for HRD mechanism.
- Regression Analysis is performed through SPSS to analyze the impact of such HRD practices over Organizational Commitment of employees

**Research Instrument:** A self-designed HRD questionnaire and the Organizational Commitment Scale (OCS) (Meyer & Allen 1997) have been administered among the employees of Reliance Communication from 14 branches at Aligarh, Rampur and Moradabad districts in Uttar-Pradesh (UP). The questionnaires were circulated to 150 employees in total out of which only 113 questionnaires were returned by the respondents. However, only 101 respondent's responses were found fit for the analysis purpose.

**Reliability Test :** To check the reliability of the instrument employed, Cronbach's Alpha Test was applied and the results for all the dimensions bifurcated were tested and exhibited through Table 1 and Table 2 for HRD Mechanism and Organizational Commitment respectively

**Table 6. 1: Result of Cronbach's Alpha for HRD Mechanism Questionnaire**

Variables	Cronbach's Alpha Value	No. of items
Quality of Work life & Welfare measures (QWL)	0.770	9
Organizational Development(OD)	0.741	9
Training & Development(TD)	0.803	4
Performance Appraisal & Rewards(PAR)	0.731	4
Participative Management (PM)	0.786	6

Source: Primary data Collected

**Table 6.2: Result Of Cronbach’s Alpha For Organizational Commitment Questionnaire (Ocq)**

Variables	Cronbach’s Alpha Value	No. of items
Affected Commitment	0.642	6
Continuance Commitment	0.707	6
Normative Commitment	0.711	6

Source: Primary data Collected

**Hypotheses of the Study:** To attain the objectives of the construct following two major hypotheses have been formulated. Ho1: There exists no significant difference in the perception of employees regarding HRD Mechanism in Reliance Communication limited. Following sub-hypotheses emerges out to diagnose the presence of HRD mechanism (in the light of five selected dimensions) in Reliance Communication Limited. H01.1: There exists no significant difference among the employees of Reliance Communication Limited regarding Quality of Work life and Welfare measures. H01.2: There exists no significant difference among the employees of Reliance Communication Limited regarding Organizational Development. H01.3: There exists no significant difference among the employees of Reliance Communication Limited regarding Training and Development. H01.4: There exists no significant difference among the employees of Reliance Communication Limited regarding Performance Appraisal and Reward practices. H01.5: There exists no significant difference among the employees of Reliance Communication Limited regarding Participative Management practices.

**Ho 2: There is no positive impact of HRD Mechanism over Organizational Commitment of employees in Reliance Communication limited.**

**Results & Discussions:** The results for Ho1 obtained by the application of Statistical tools like Mean, Standard deviation and T-test for the hypotheses of the study has been discussed in the following segment. The category wise mean

scores of the total sample size of 101 employees are exhibited in the Table 3. Since the questionnaire used 5 point scale, average mean score of 3 around indicate a moderate tendency on that dimension. Scores around 4 indicate a fairly good degree of existence. Mean score for the first dimension of HRD Mechanism i.e. Quality of Work life & Welfare measures (QWL) retrieved to be at 2.46 which indicates that the Organizations need to adopt a strategy that could improve the employee’s quality of work life to satisfy both the organizational objectives and employee needs. The employees need to be treated more humanely and in a friendly manner which could inculcate in them a sense of responsibility and trust. Open communications, equitable reward systems, healthy and congenial working conditions and a friendly environment i.e. free from any kind of bureaucracy will impact the performance of employees positively. Moreover, job rotation should be done and appropriate job description should be given to the employees. The result of the Mean score for Organizational Development dimension (2.61) indicates that the culture and beliefs of the top management is somewhat positive and flexible. A little more strong support from top-level managers should be provided to the employees of the company, by understanding their issues, by having open discussions, by encouraging employees to offer new and creative ideas for work, by promoting cooperation and team-spirit in the organization. Training and development measure with a Mean Score (2.70) is found to be satisfactory, but it can further be developed if the top level

management tries to find out the ambiguities of the employees by developing proper communication with them and observing their performances. Special training programmes should be undertaken for developing a professional cadre of managers in the various functional areas of management. Further, Table 3 shows the results of Performance Appraisal & Rewards (PAR) with a Mean Score (4.01) depict the satisfactory status of the practices adopted by the organization and management in this regard. The employees of Reliance Communication limited have responded in favor of the policy of their organization in terms of

rewarding and appreciating the caliber and performance of the work force. Participative management practices addresses the relationship between the organization and its workers and stakeholders, thus it highlights that the management delegate more responsibilities to their juniors, involve the employees in discussions of issues and problems of the company and welcome their suggestions and opinions open-heartedly. A mean score (3.09) reveals a good picture of the attitude of top management with their subordinates, colleagues and juniors.

**Table 7.1: Mean and S.D Values for HRD Dimensions;**

Variables	Mean	Std. Dev
Quality of Work life & Welfare measures (QWL)	2.46	0.61
Organizational Development(OD)	2.61	0.84
Training & Development(TD)	2.70	0.51
Performance Appraisal & Rewards(PAR)	4.01	0.75
Participative Management (PM)	3.09	0.55
<b>Sample size (N) = 101</b>		

Source: Primary data Collected

**Results for T-Test :** Since the probability of error is < .05, thus the analyst has rejected the null hypothesis of no difference and concludes that there is a significant difference in the perception of employees regarding HRD Mechanism in

Reliance Communication limited. The policy makers of the organization should focus more on reframing their HRD policies so as to make their workforce more comfortable with the workplace as in the present scenario it's very important to retain the best talents along with recruiting it in the organization.

**Table7.2: T-Test Result for Overall HRD Mechanism**

Test value = 5						
	t	df	Sig.(2-tailed)	Mean Difference	95 % Confidence Interval of the Difference	
HRDM	2.6974	100	.000	2.8508	2.7853	2.9163

Source: Primary data Collected

**Results for Regression Analysis** The result in Table 5 shows the regression beta coefficient for each dimension of HRD Mechanism. The most

crucial dimensions are Performance Appraisal & Rewards (PAR) and Training & Development (TD) respectively with 0.143 and 0.141 values.

Commitment of employees are highly affected with the reward and appraisal system as nowadays monetary benefits are not the only factor that influence people to continue their job at a workplace, but there are several other non-monetary factors that have a positive impact over loyalty phenomena of the employees. The

other dimensions also resulted in positive values which highlights that there exists a positive impact of HRD Mechanism over Organizational Commitment of employees” in Reliance Communication limited. Therefore *Ho 2* also stands rejected.

**TABLE 7.3: Results of Standardized Regression Weights**

Dependent Variable	Independent Variable	Beta Coefficient
Organizational Commitment (OC)	Quality of Work life & Welfare Measures(QWL)	.034
Organizational Commitment (OC)	Organizational Development (OD)	.059
Organizational Commitment (OC)	Training & Development (TD)	.141
Organizational Commitment (OC)	Performance Appraisal & Rewards (PAR)	.143
Organizational Commitment (OC)	Participative Management (PM)	.064

Source: Primary data Collected

**Limitations of the study:** Despite of the entire solemn effort made by the Researcher to educe required data on HRD mechanism and its impact over organizational commitment in telecom sector employees, it is subject to certain limitations due to the fact that the data is based on individual opinion, which may bring in some bias. Moreover the study has been conducted in some selected cities of Uttar-Pradesh due to constraint of time and the sample size is confined to the responses of 101 employees only; therefore, the conclusions drawn cannot be generalized for the entire private sector telecom companies in India. In addition to this, most of the respondents were reluctant in expressing their opinion freely without any hesitation and showing lack of interest in responding. This has its own impact to certain extent over the validity of the conclusions drawn. Further, the opinion of some of the employees turns out to be influenced by their peer employees or superiors which might lead to their neutral response to a large extent for several statements.

**Concluding remarks:**

Organizational Commitment is a type of factor which develops a feeling of individual (Intellectually & emotionally) to be loyal towards organizational work in context of the criteria which is a requisite to perform a particular work. It is also a trait in term of the

loyalty, dedication & honesty which binds individual to a particular course of action or organization. Findings of the study indicates that HRD mechanism is a very significant phenomena as it does have a positive impact over the organizational commitment of employees and the top management and the policy makers should look upon various development issues and concerns of their work force to retain them and motivate them for achieving organizational goals. Organizational Commitment levels were initially measured as representing: affective commitment, continuance commitment and normative commitment. The organization should create an organizational culture that ensures the development of affective commitment. If the organization fails to do so, it will affect overall organizational commitment.

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