

## A STUDY OF THE RELATIONSHIP BETWEEN HUMAN RESOURCE POLICIES AND EMPLOYEE SATISFACTION IN THE PRIVATE TELECOMMUNICATION SERVICE PROVIDERS IN LUCKNOW CITY OF INDIA

Vijay Pratap Singh<sup>1</sup>

<sup>1</sup> Research Scholar, Sam Higginbottom Institute of Agriculture Technology and Sciences

Manuscript ID: RCMSS/IJPAMR/AUGUST/1408011

### Abstract

HR policies provide an organization with a mechanism to manage risk by staying up to date with current trends in employment standards and legislation. The policies must be framed in a manner that the companies vision & the human resource helping the company to achieve it or work towards it are at all levels benefited and at the same time not deviated from their main objective. This study therefore examines the contribution of Human resource policies i.e. Compensation policy, Welfare Policy, Work life policy, Recruitment policy, Reward and recognition policy and Career growth policy to their significance relationship with the employee job satisfaction in the Private telecommunication service providers. Descriptive research design is adopted for the study. One hundred and fifty (150) respondents from private telecommunication service providers were selected to answer the questionnaire. The result showed that there exists a significant relationship between the human resource policies and the employee job satisfaction.

**Keywords:** Human resource policies, Compensation policy, Welfare Policy, Work life policy, Recruitment policy, Reward and recognition policy, Career growth policy, Environment created by policies and employee job satisfaction.

### Introduction

Indian telecom industry is growing at a great pace & India is expected to become a manufacturing hub for telecom equipment. Indian telecom equipment manufacturing sector is set to become one of the largest sectors globally. Due to rising demand for a wide range of telecom equipment, particularly in the area of mobile telecommunications, has provided excellent opportunities to domestic and foreign investors in the manufacturing sector. According to estimates of the World Bank, employment in the telecommunications sector has grown by 33 per cent since 1994, the highest growth among all the sectors in the services industry. With more and more players entering the industry, the competition in the industry in terms of attracting and retaining the best talent is also increasing. The employment scenario in the telecom sector is very promising. The telecom sector has a huge demand for the trained and qualified engineers and other professionals specializing in telecommunications.

### OBJECTIVES OF THE STUDY

The objectives of the study are the following:-

- ① To study the relationship between major influencing human resource policies of the organization in employee satisfaction.
- ② To study the employee job satisfaction in employees regarding the human resource policies.
- ③ To study the work environment created by human resource policies.

## JUSTIFICATION OF THE STUDY

Satisfaction with HR policies perceived by employees play an important part in the relationship between HR policies and employee behaviors. To determine the relationship between HR policies and individual behavior as well as organizational performance prior research mostly concentrated on the direct relationship between these two variables. Many organizations find a gap between their intended HR policies and the actual implementation it is necessary to consider employees' perceptions of the actual policies if we want to link HR policies to employee satisfaction and outcomes. Employees differ in their personality, gender, abilities, knowledge and needs. Because of this they are likely to have different attitudes towards the same HR policies. For example, it would be less rewarding for an intrinsically motivated employee to receive an increased salary if he/she has a boring job. This person would rather prefer horizontal or vertical job change to make the own job more interesting or fulfilling. Intrinsic motivation comes from the individual performance on the task itself, the use of skills, a sense of achievement and work that is satisfying to do. Whereas extrinsic motivation comes from rewards outside the job such as pay, security and promotion possibilities. It is also found that professionals, managers and workers differ in their reactions to HR policies such as reward Compensation policy, Welfare Policy, Worklife policy, Recruitment policy, Reward and recognition policy, Career growth policy and Environment created by policies.

## Hypotheses

Hypothesis is considered as the principle instrument in research. A hypothesis is a tentative statement that proposes a possible explanation to some phenomenon or event.

The relationship between the employee job satisfaction and human resource policies:-

### Hypothesis-1:

- ⊙ Null hypothesis ( $H_0$ ):- Compensation policies in the organization are not positively related to employee satisfaction.
- ⊙ Alternate hypothesis ( $H_1$ ):- Compensation policies in the organization are positively related to employee satisfaction.

### Hypothesis-2:

- ⊙ Null hypothesis ( $H_0$ ):- Welfare policies in the organization are not positively related to employee satisfaction.
- ⊙ Alternate hypothesis ( $H_1$ ):- Welfare policies in the organization are positively related to employee satisfaction.

### Hypothesis-3:

- ⊙ Null hypothesis ( $H_0$ ):- Worklife policies in the organization are not positively related to employee satisfaction.
- ⊙ Alternate hypothesis ( $H_1$ ):- Worklife policies in the organization are positively related to employee satisfaction.

### Hypothesis-4:

- ⊙ Null hypothesis ( $H_0$ ):- Environment created by policies and procedure in the organization is not positively related to employee satisfaction.
- ⊙ Alternate hypothesis ( $H_1$ ):- Environment created by policies and procedure in the organization is positively related to employee satisfaction.

### Hypothesis-5:

- ⊙ Null hypothesis ( $H_0$ ):- Recruitment policies in the organization are not positively related to employee satisfaction.
- ⊙ Alternate hypothesis ( $H_1$ ):- Recruitment policies in the organization are positively related to employee satisfaction.

**Hypothesis-6:**

- ⊙ Null hypothesis ( $H_0$ ):- Reward and recognition policies in the organization are not positively related to employee satisfaction.
- ⊙ Alternate hypothesis ( $H_1$ ):- Reward and recognition policies in the organization are positively related to employee satisfaction.

**Hypothesis-7:**

- ⊙ Null hypothesis ( $H_0$ ):- Career growth policies in the organization are not positively related to employee satisfaction.
- ⊙ Alternate hypothesis ( $H_1$ ):- Career growth policies in the organization are positively related to employee satisfaction.

**Research Methodology**

**Research Design-** Descriptive Research Design.

**Sample Size-**150 employees

**Research Tool-** Questionnaire

**Statistical Tool-** Mean, Median, Mode, Standard Deviation and Correlation.

150 employees were requested to fill the questionnaire. The employees were asked to rate statements about questions in a likert scale from 1 to 5, where 1 means, strongly disagree; and 5 indicates the strongly agreement with the statement. The employees found no difficulty (as expected as the length of the questionnaire was small and questions were straight forward based on Likert Scale) in responding to the questions and also acknowledged the questionnaire and its contents.

**Descriptive Statistics for private telecommunication service providers**

Descriptive statistics summarize quantitative data in a manageable and user-friendly way and enable the researcher to obtain a holistic overview of the research data (Durrheim, 2002b; Kaplan & Saccuzzo, 2001). Descriptive statistics were calculated for the sample, the predictors and the criteria and are reported on in this section. Descriptive statistics of data collected is given below in table which reflects that mean value varies between variables from 3.06 to 3.85, Standard error from 0.031 to 0.069, Median from 3.00 to 3.92, Mode from 2.80 to 4.14 and standard deviation from 0.38 to 0.85.

		Statistics							
		compensatio n	welfare	wlp	pnp	jobsat	recruit	reward	career
N	Valid	150	150	150	150	150	150	150	150
	Mean	3.3707	3.3613	3.0667	3.7181	3.6733	3.8552	3.4522	3.6733
	Std. Error of Mean	.05765	.06943	.05979	.04052	.04523	.03181	.03795	.05203
	Median	3.4000	3.0000	3.2000	3.8571	3.8333	3.9286	3.5000	3.5714
	Mode	3.20	2.80	4.00	4.00	3.83	4.14	3.33	3.86
	Std. Deviation	.70602	.85033	.73225	.49624	.55391	.38956	.46477	.63723
	Minimum	2.20	1.80	1.80	2.29	2.17	2.57	2.17	2.57
	Maximum	4.40	4.60	4.00	4.29	4.67	4.43	4.17	5.00

Table 1. Descriptive Statistics for private telecommunication service providers.

### Correlation between variables in for private telecommunication service providers

- ① The correlation between employee job satisfaction was found significantly positively correlated with Compensation policies  $r=0.638(p<=0.01)$ , Welfare policies  $r=0.739(p<=0.01)$ , Worklife policies  $r=0.610(p<=0.01)$ , Policies and Procedures environment  $r=0.827(p<=0.01)$ , Recruitment policies  $r=0.609(p<=0.01)$ , reward and recognitions policies  $r=0.814(p<=0.01)$  and Career growth policies  $r=0.748(p<=0.01)$ . This result indicates that these practices can improve their productivity and will improve their performance.
- ② The correlation between employee Policies and Procedure Environment was found significantly positively correlated with Compensation policies  $r=0.412(p<=0.01)$ , Welfare policies  $r=0.670(p<=0.01)$ , Worklife policies  $r=0.509(p<=0.01)$ , Employee Job satisfaction  $r=0.827(p<=0.01)$ , Recruitment policies  $r=0.357(p<=0.01)$ , reward and recognitions policies  $r=0.663(p<=0.01)$  and Career growth policies  $r=0.606(p<=0.01)$ .
- ③ The correlation between employee Welfare policies was found significantly positively correlated with Compensation policies  $r=0.364(p<=0.01)$ , Worklife policies  $r=0.296(p<=0.01)$ , Policies and Procedure Environment  $r=0.670(p<=0.01)$ , Employee Job satisfaction  $r=0.739(p<=0.01)$ , Recruitment policies  $r=0.268(p<=0.01)$ , reward and recognitions policies  $r=0.513(p<=0.01)$  and Career growth policies  $r=0.718(p<=0.01)$ .
- ④ The correlation between worklife policies was found significantly positively correlated with Compensation policies  $r=0.658(p<=0.01)$ , Welfare policies  $r=0.296(p<=0.01)$ , employee job satisfaction  $r=0.509(p<=0.01)$ , Policies and Procedures environment  $r=0.610(p<=0.01)$ , Recruitment policies  $r=0.237(p<=0.01)$ , reward and recognitions policies  $r=0.608(p<=0.01)$  and Career growth policies  $r=0.488(p<=0.01)$ .
- ⑤ The correlation between recruitment policies was found significantly positively correlated with Compensation policies  $r=0.289(p<=0.01)$ , Welfare policies  $r=0.268(p<=0.01)$ , Worklife policies  $r=0.237(p<=0.01)$ , Policies and Procedures environment  $r=0.357(p<=0.01)$ , employee job satisfaction  $r=0.609(p<=0.01)$ , reward and recognitions policies  $r=0.555(p<=0.01)$  and Career growth policies  $r=0.255(p<=0.01)$ .
- ⑥ The correlation between was found significantly positively correlated with Compensation policies  $r=0.364(p<=0.01)$ , Welfare policies  $r=0.658(p<=0.01)$ , Worklife policies  $r=0.412(p<=0.01)$ , Policies and Procedures environment  $r=0.638(p<=0.01)$ , employee job satisfaction  $r=0.289(p<=0.01)$ , Recruitment policies  $r=0.660(p<=0.01)$  and Career growth policies  $r=0.532(p<=0.01)$ .
- ⑦ The correlation between career growth policies was found significantly positively correlated with Compensation policies  $r=0.532(p<=0.01)$ , Welfare policies  $r=0.718(p<=0.01)$ , Worklife policies  $r=0.488(p<=0.01)$ , Policies and Procedures environment  $r=0.606(p<=0.01)$ , Employee job satisfaction  $r=0.748(p<=0.01)$ , Recruitment policies  $r=0.255(p<=0.01)$  and reward and recognitions policies  $r=0.660(p<=0.01)$ .
- ⑧ The correlation between reward and recognition policies was found significantly positively correlated with Compensation policies  $r=0.660(p<=0.01)$ , Welfare policies  $r=0.513(p<=0.01)$ , Worklife policies  $r=0.608(p<=0.01)$ , Policies and Procedures environment  $r=0.663(p<=0.01)$ , Employee job satisfaction  $r=0.814(p<=0.01)$ , Recruitment policies  $r=0.555(p<=0.01)$  and Career Growth policies  $r=0.660(p<=0.01)$ .

## **CONCLUSION**

The results of this study move about the field of human resource management forward by empirically viewing a link between employee satisfaction and human resource policies like Compensation policy, Welfare Policy, Worklife policy, Recruitment policy, Reward and recognition policy, Career growth policy, Environment created by policies and employee job satisfaction. Impact of human resource policies on employee job satisfaction reflects that human resource policies is in reality a foundation of human resource practices and an imperative management practice to develop competitive advantage. Altogether this study makes an effort signifying a substantial positive contribution by human resource policies in employee job satisfaction by creating a positive work environment.

## **References**

- Aswathappa K (2007), Human Resource and Personnel Management, New Delhi: Tata McGraw-Hill Education.
- Bellavia, G., & Frone, M.R. (2005). Work-family conflict. In J. Barling, E.K. Kelloway, & M. Frone (Eds.), Handbook of work stress. Thousand Oaks: Sage.
- Cartwright, S. & Holmes, N. (2006). The Meaning of Work: the Challenge of Regaining Employee Engagement and Reducing Cynicism'. Human Resource Management Review, 16(2), 199–208.
- Julie Cloutier, Lars Vilhuber, (2008) "Procedural justice criteria in salary determination", Journal of Managerial Psychology, Vol. 23 Iss: 6, pp.713 – 740
- Khurana A, Khurana P & Sharma H L (2009-10), Human Resource Management personnel policies and procedures, Delhi: V.K(India) enterprise. Retrieved from <http://books.google.co.in/books?id=h92DFElqooC&printsec=frontcover#v=onepage&q&f=false>
- Kothari, C. R. (2004), Research Methodology, Delhi: New Age International (P) Ltd.
- Mendes, F., & Stander, M.W. (2011). Positive organization: The role of leader behaviour in work engagement and retention. SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde, 37(1), Art. #900, 13 pages. doi:10.4102/sajip.v37i1.900
- Prasad L.M. (1993), Human Resource Management, New Delhi: Sultan Chand and sons.
- Miller, P., & Skidmore, P. (2004). Disorganization, why future organizations must loosen up. London: Demos Think-Tank [www.demos.co.uk](http://www.demos.co.uk)
- Milman, A., and Ricci, P. (2004), "Predicting job retention of hourly employees in the lodging industry", Journal of Hospitality and Tourism Management, Vol. 11 No.1, pp.23-41.
- Rao V.S.P. (2010), Human resource management: text and cases; New Delhi: Excel Books.
- Timothy C. Stansfield, Clinton O. Longenecker, (2006) "The effects of goal setting and feedback on manufacturing productivity: a field experiment", International Journal of Productivity and Performance Management, Vol. 55 Iss: 3/4, pp.346 – 358.