

# **Evaluation Of High-Performance Human Resource Practices In The Indian Telecom Sector Through Affective Commitment**

**By**

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## **Abstract**

For service sector organizations, especially in the telecom sector, it is imperative to implement practices and standards that can lead to high performance. Nowadays, Human Resource (HR) practices can motivate employees to stay committed. The purpose of this paper is to provide insights into utilizing the capabilities of the workforce in the telecommunication sector to ensure an effective and committed workforce in the future. For the purpose of collecting the data, a survey was conducted among employees in one of the telecom companies. The study was conducted in the Delhi NCR region of India. There were 125 valid responses to the questionnaire from the sample size of 220 employees at Bharti Airtel. In order to analyze the data, a multiple regression technique was used. Affective Commitment was significantly impacted by extensive training (ET), performance management (PM), and empowerment. An important dimension of Organizational Commitment (OC) in this study was Affective Commitment (AC), which was found to be positively influenced by High-Performance Human Resource Practices (HPHRP).

**Keywords:** Human Resources, Indian telecom Sector, High-Performance Human Resource Practices and Affective Commitment.

## **1. INTRODUCTION**

With the changes in the global business scenario, employee turnover, and absenteeism have emerged as the main aspects to sustain the qualitative workforce in the organization. The working environment of the organizations has become more competitive and has been changing rapidly in the last decades. Human Resource Practices (HRP) refer to the ways through which the human resource department decides what number, of what qualities, and at what time the manpower to be employed to accomplish the respective goals of the organization. HPHRP is an advancement of Human Resource Management (HRM) traditional performances which aligns with each other for AC. Indian telecom sector has been contributing widely on the growth of Indian economy since two decades. Bharti Airtel has been chosen for the study as no such study in order to evaluate the impact of high performing human resource practices with respect to affective commitment been done so far with respect to Delhi NCR region. No such study has been undertaken where high performance human resource practices got evaluated with respect to Affective Commitment in Indian telecom sector.

### ***1.1. High-Performance Human Resource Practices***

Due to changes in the business scenario in the last two decades traditional Human Resource Practices (HRP) have come up with advanced and coherent practices which focus not only on the

current need but also predict the future need of the organization (Jyoti, 2017). Researchers found the role of human resource managers and officials as the assimilators of strategies in the organization (Bhal 2002). HPHR Practices are a set of HRM practices that compliments each other (Mak, 2012). A social and emotional learning environment gets created which further reduces the stress among employees (Gandotra, 2015). Extensive training (ET) is an important HRP to drive employees towards a better understanding of their jobs which induces them to be committed to their goals. With the changes in the global business scenario, employee turnover, and absenteeism have emerged as the main aspects to sustain the qualitative workforce in the organization. The working environment of the organizations has become more competitive and has been changing rapidly in the last decades (Gope, 2018). Human Resource Practices (HRP) refer to the ways through which the human resource department decides what number, of what qualities, and at what time the manpower to be employed to accomplish the respective goals of the organization. HPHRP is an advancement of Human Resource Management (HRM) traditional performances which align with each other for AC. The Indian telecom sector has been contributing widely to the growth of the Indian economy for two decades. Bharti Airtel has been chosen for the study as no such study in order to evaluate the impact of high-performing human resource practices with respect to Affective Commitment has been done so far with respect to the Delhi NCR region. No such study has been undertaken where high-performance human resource practices got evaluated with respect to Affective Commitment in the Indian telecom sector. The ability of the workforce can be characterized if employees are provided with training methods (Gupta, 2016). Training influences the work attitude and behavior of an individual. In an organization that includes job involvement, motivation, and organizational commitment (Bartlett, 2001). Performance management (PM) focuses on continuous improvement and development. (Chahal, 2016). Empowerment focuses on the self-driven involvement of the workforce in the organization with the opportunity to be empowered (Gurbuz, 2009). HPHRP's can serve as levers that motivate employees to perform their organizational tasks (Raineri, 2016). The literature identifies that HPHRP has the ability to improve the organizational productivity and performance of the business as a whole (Gupta & Singh, 2010).

### ***1.2. Affective Commitment***

Organizational Commitment (OC) is the crucial work attitude in the study of management and organizational behavior which reflects the behavior of employees that starts from an individual's loyalty. Meyer and Allen entitled it for the very first time in the 1980s. Human resource practices play an indispensable role in building organizational commitment (Singh, 2015). AC is that organizational commitment that is related to the affection, emotional attachment, and belongingness of an employee towards his workplace (Meyer J., 1984). When an employee gets affectionate and feels a sense of belongingness or attachment to his organization which gives him a self –confidence and strength (Meyer, 1990). It is the main essence of OC (Mercurio, 2015). AC anticipates the behavior of an employee that is required in the organization as affection and belongingness towards the organization in such a way that an employee gets positively connected to the organization (Sanders, 2008). There are other two types of organizational commitment as well Continuance and Normative (Meyer, 1990). In this study, only AC has been considered for research. Increased level of organizational commitment leads to better morale and productivity which leads to better performance of the business (López-Cabarcos, 2015). Affectively committed employees help an organization to improve productivity and reduce employee absenteeism and turnover (Rhoades, 2001)

### ***1.3. Indian Telecommunication Sector***

Across the globe, India has been the second-largest market in the telecommunication sector. The Indian subscriber base has been recorded at 1.17 billion in the past decade (<https://www.ibef.org/industry/telecommunications.aspx>, n.d.). It significantly contributes to economic growth through the gross domestic product. In a few decades, telecommunication has shown tremendous growth. Due to the vast Indian population and diversity in culture, people used to

connect to their friends and relatives through telecommunication networks only (Dutta, 2014). Bharti Airtel is a multinational company in telecommunication services based in New Delhi, India operating across 18 countries that provide services ([www.en.wikipedia.org](http://www.en.wikipedia.org), n.d.). Bharti Airtel had rolled out VoLTE (Voice over LTE), a technology where users can send voice and data all together over the network without declining the quality of voice across all telecommunication circles in India. Bharti Airtel has also conceptualized 5G trials.

## **2. LITERATURE REVIEW**

Many studies opined that human resources are an important asset of an organization that needs to be retained for the long run. (Bhal, 2002) found that human resources play a contemporary role in the organization. (Chahal, 2016) The findings of their study revealed that HPHRP affects positively to BP and OL mediates HPHRP and BP. (Dhar, 2015) High-performance human resource practice leads to achieving a higher level of commitment among the employees that makes them more productive. (Jyoti, 2017) The finding of the study OL has mediated the study however, innovation has moderated the relationship between OL and BP. Mak, (2012) suggested from their study that variables in this study were confirmed by construct validity where safety climate acted as mediating variable. HRP is positively related to AC (Rhoades, 2001). HPHR practices are an organizational philosophy where employees work and manage their tasks for which highly committed employees are required. Sun, (2011) suggested through the study there were probable implications that were significant for managerial as well as theoretical HR practices in the organization. Many studies opined that there is a direct relationship between HRM practices and OC which helps to maintain the performance of the organization (Kehoe W., 2008).

## **3. HYPOTHESIS OF THE STUDY**

**H<sub>1</sub>:** There is a significant impact of high-performance human resource practices on affective commitment in selected telecom company.

## **4. RESEARCH METHODOLOGY**

In this paper, we have focused on HPHR Practices and AC in the telecommunication sector in India particularly Bharti Airtel followed by the objective and hypothesis of the research. Primary data has been obtained from the respondents of Bharti Airtel operating in Delhi NCR, India. A questionnaire on a five-point Likert scale was prepared and circulated among employees in Bharti Airtel Limited in Delhi/NCR region. It includes all the employees including the middle and lower levels in the company. Through the convenience sampling approach, we received 125 responses out of 220 employees from Bharti Airtel who participated in this research. The data has been collected from June 2020 to July 2021. Variables for HPHR Practices have been chosen and measured from a multiple-item scale (Pan S. a., 2011). It has been accepted in previous studies by different researchers. There are three items to measure HPHR Practices chosen for this empirical study from the literature review with a multiple-item scale. The most accepted measuring tool for AC has been adopted which was introduced by Alan and Meyer in the year 1990. The effective rate of response from the respondents was found to be 56%.

### **4.1. Measurement**

Measurement involves all the items of independent and dependent variables for which the questionnaire was modified based upon the previous studies adopted and verified by various researchers. The scale adopted for the study is a five-point Likert scale. HPHRP- The items included in the study are from high-performance human resource practices which is an independent construct of the study and encompasses the factors such as Extensive Training (ET), Performance Management (PM), and Empowerment (E) of employees. The dependent construct includes the

items of Affective Commitment. HPHRP has been measured with the variables, ET, PM, and E which was adapted by the scale developed by (Bamberger, 2000) however AOC- The items were adapted by the tri-component model developed by (Meyer, 1991). Table 1, below shows items measured for the study.

**Table 1**

Factors	variables
Extensive training	Your company offers different training programme for different training needs. Your company arrange training process systematically To improve the individual employee skills your company provides extensive training methods.
Performance Management	To improve the individual employee skills your company provides extensive training methods. Your company makes effort to promote the employees within the organization. You get the opportunities to discuss your tasks with your manager.
Empowerment	Employees themselves take initiative to solve the problems. Employees are trusted to make professional decisions Employees are involved in decision-making in the company.
Affective commitment	This is the company where I want to spent rest of my career. I feel as if the challenges of the organization are also mine. I feel emotional attachment to this company

## 5. DATA ANALYSIS AND INTERPRETATION

Data was primarily analyzed while considering the descriptive statistics through frequency values and their percentage. To test the hypothesis multiple regression techniques of data analysis have been undertaken. Independent variables such as ET, PM, and empowerment of employees were analyzed with the dependent variable AC. In the demographic table, the valid % of males was found to be more in percentage than that of the females. A maximum number of employees comprised from the age group between 20 years to 50 years. Multiple Regression analysis technique has been used to determine the governing factor which comprises the construct of three independent variables and thus evaluated its impact on the level of affective commitment of employees. The succession of statistical tests has been carried out to ensure the instrument's validity. As shown in the table, the results of the analysis of reliability. All the factors chosen for the study for HPHRP and AC were found to be reliable (table 2). ANOVA (table 3) and Multiple Regression (table 4) below shows the results of the analysis.

**Table2**

Factors	Number of Items	Cronbach's Alpha
Extensive training	4	.749
Performance Management	4	.753
Empowerment	4	.736
Affective Commitment	5	.858

**Interpretation:**

Test of Reliability has been carried out through Cronbach's Alpha, exceeding .07 for each item of the factors and it came to .884 for all the factors. This proves the reliability of the instrument.

**Table 3**

<b>ANOVA</b>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2583.259	1	2583.259	520.089	.000
Residual	601.001	121	4.967		
Total	3184.260	122			

**Interpretation:**

Here in this table the independent variables are evaluated on dependent variable collectively which shows that independent variable, HPHRP has significant impact on dependent variable AC. Where, F value found to be highly significant. HPHRP includes ET, PM and Empowerment.

**Table 4**

<b>Coefficients</b>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.485	.738		.657	.512
HPHRP	.304	.013	.901	22.805	.000

**Interpretation:**

The dependent variable in the table is Affective Commitment where  $R=.901$ ,  $R^2=.811$ , Adjusted  $R^2=.810$ . The significant value of ET and PM of employees are found to be positive and less than 0.05 which influenced AC. From the results, the beta value found to be significant to a level of 0.05. In case of HPHRP including ET, PM, and empowerment proves that the alternate hypothesis has been failed to be rejected. Therefore, the results of the HPHRP of employees are found to be significant. To observe the risk of extreme correlation between independent variables, collinearity tests with tolerance (T) and VIF test have also been attempted. The value of T and VIF has shown a lower level of multi-collinearity (Hair, 2014).

## 6. CONCLUSION

AC can lead to an increase in better productivity of the organization. Today's era involves high-performance and high-commitment from the employees in Airtel which further can reduce employee turnover and absenteeism to maintain the qualitative and committed workforce in Airtel and telecommunication sector as a whole. This research has many inferences for the managers and academicians as far as HPHRP dimensions are concerned. First, it is suggested that employees should be involved in the company's decision-making. Second, the HR department should take initiative to solve the day-to-day problems of Bharti Airtel to empower the employees. Third, Employees can be consulted to make important decisions related to the performance management of Bharti Airtel in terms of competition with other telecommunication companies.

## 7. LIMITATIONS AND FUTURE SCOPE OF THE STUDY

Even after taking the preventive measures, there are a few limitations left with the research. First, this study is restricted to only one state of India and only one service sector. Second, the study was performed only in the private players of telecommunication in Delhi NCR. Third, this model of

HPPHRP is also restricted to the AC dimension of commitment in HRM. This study has future implications as well which included the area of study, research can be conducted in other parts of the country. This finding applies to Bharti Airtel but can differ from other telecom organizations. For future inferences, it can be conducted in different telecommunication companies and different sectors such as aviation, health care, banking, and domains of other sectors. Further, along with HPPHRP other dimensions of OC could also be studied such as normative and continuance commitment.

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