



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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**OBJECTIVES**

**HYPOTHESES**

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**FINDINGS**

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## HIDDEN MOTIVATORS OF TELECOM EMPLOYEES

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**ABSTRACT**

*In this era of materialization where the best talents of IIT, IIM are joining private sectors and no more government services appeals Indian youth. But surprisingly ITS (Indian Telecom Services) officers of BSNL are saying no to nearly four to five times higher salary offered by private telecom organizations. At the face of it looks that either job security is the pulling factor or the satisfaction of working for government is more fascinating than working for an individual. This case-study of BSNL, intends to find the quality of their relationship with their superiors, the quality of physical environment in which they work, degree of fulfillment in their work, etc. which pulls them towards BSNL. As a result they are enjoying their job. To identify the attributes that are important to the BSNL-ITS officers and to study "Declared" versus "Derived" importance which may help BSNL to work on the "hidden motivators" of ITS officers and retain them.*

**KEYWORDS**

Motivation, Telecom, HRM.

**INTRODUCTION**

Today things are changing at the speed of light; everyone wants to achieve everything in short span. Gone are the days when people use to follow, "One life-one job", in present scenario it is, "One year-one job". Actually job-hopping has become so common that if you are in the same company for a longer period of time people start questioning your capability. With this mind set, job-hopping has become, "the fashion". Actually it has been observed that in some cases even if the employee is happy then also after some time he starts looking for the job, due to fear of being left out, but just reverse is happening in BSNL. ITS officers are saying no to nearly four to five time higher salaries. This study intends to find those factors which are leading to retention.

The flow of the study is as follows:

1. About BSNL and ITS officers
2. Literature Survey
3. Methodology adopted for study
4. Analysis
5. Conclusion

**ABOUT BSNL AND ITS OFFICERS**

Bharat Sanchar Nigam Ltd. formed in October, 2000, is World's 7th largest Telecommunications Company providing comprehensive range of telecom services in India: Wireline, CDMA mobile, GSM Mobile, Internet, Broadband, Carrier service, MPLS-VPN, VSAT, VoIP services, IN Services etc. Today it has become one of the largest public sector unit in India.

BSNL has installed Quality Telecom Network in the country and now focusing on improving it, expanding the network, introducing new telecom services with ICT applications in villages and winning customer's confidence. Today, **it has about 47.3 million line basic telephone capacity, 4 million WLL capacity, 20.1 Million GSM Capacity, more than 37382 fixed exchanges, connecting 602 Districts, 7330 cities/towns and 5.5 Lakhs villages.**

BSNL is making focused efforts and planned initiatives to bridge the Rural-Urban Digital Divide ICT sector. In fact there is no telecom operator in the country to beat its reach with its wide network giving services in every nook & corner of country and operates across India except Delhi & Mumbai. Whether it is inaccessible areas of Siachen glacier and North-eastern region of the country. BSNL serves its customers with its wide bouquet of telecom services.

BSNL is number one operator of India in all services in its license area. The company offers wide ranging & most transparent tariff schemes designed to suite every customer. BSNL cellular service, CellOne, has more than 17.8 million cellular customers, garnering 24 percent of all mobile users as its subscribers. That means that almost every fourth mobile user in the country has a BSNL connection. In basic services, BSNL is miles ahead of its rivals, with **35.1 million Basic Phone subscribers** i.e. 85 per cent share of the subscriber base and 92 percent share in revenue terms. BSNL has more than 2.5 million WLL subscribers and 2.5 million Internet Customers who access Internet through various modes viz. Dial-up, Leased Line, DIAS, Account Less Internet (CLI). BSNL has been adjudged as the **NUMBER ONE ISP** in the country. BSNL has set up a world class multi-gigabit, multi-protocol convergent IP infrastructure that provides convergent services like voice, data and video through the same Backbone and Broadband Access Network. At present there are **1.5 million DataOne broadband customers.** The company has vast experience in Planning, Installation, network integration and Maintenance of Switching & Transmission Networks and also has a world class ISO 9000 certified Telecom Training Institute.

Including the top posted CMD, BSNL is completely managed by technocrats, the Group A Cadre known as Indian Telecom Services (ITS) recruited by UPSC for serving in DOT. Recruited at the level of Divisional Engineer, with no lateral entries at higher level, all the technical, commercial and management functions are run by ITS. With the entry of Private operators in telecom services, BSNL had to face two challenges; one was to face competition from private operators who entered with efficient system and young, largely outsourced, work force. In contrast, BSNL had to live with large and aging workforce and inherited inefficiency. The second challenge was to retain the talent specially the ITS. For Private Operators who had no experienced manpower, BSNL was the only source. However, by and large BSNL has managed to overcome both the challenges. BSNL learnt very fast to keep pace with the change. Not only it is giving a tough fight to private players, it is still the major threat to most of the private operators.

In spite of attractive offers from Private Operators, the churn out of ITS officers, which are key role player in running the BSNL show, has been very low.

**LITERATURE SURVEY ON JOB-SATISFACTION**

Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. While Luthan (1998) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and coworkers.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Litchtenstein and Hellmann, 1997; Jamal, 1997). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997). In such countries, people tend to migrate to better and consistently paying jobs (Fafunwa, 1971). Explaining its nature some researcher (e.g. Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's (2000) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard (Osagbemi, 2000), and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez, Max, Kosier, Paradiso and Robinson, 1997).

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Other researchers (e.g. MacDonald, 1996; O'Toole, 1980) argue in favour of the control of job satisfaction by factors intrinsic to the workers. Their arguments are based on the idea that workers deliberately decide to find satisfaction in

## METHODOLOGY USED FOR STUDY

Following questionnaire was given to ITS officers. (out of fifty ITS officers, twenty eight officers responded)

### PART I

#### GENERAL INFORMATION

Name: \_\_\_\_\_

How long have you worked for this company (BSNL)? \_\_\_\_\_ 1. 1- 3 years

2. 3-5 years

3. 5- 7 years.

4. > 7 years.

Briefly describe your work responsibilities (as you would on a resume): \_\_\_\_\_

### PART II

#### RATING YOUR JOB SATISFACTION

Scale for rating the different aspects of Job

1-----Not satisfied at all

2 -----somewhat satisfied

3 -----satisfied

4 -----Extremely satisfied

Scale for rating the importance of the aspect

1----- Not at all important

2-----somewhat important

3-----important

4-----Extremely important

Using the scale shown above, rate your level of satisfaction and also its importance, with the following aspects of your job.

Satisfaction Level	Aspects of Job	Importance
<b>GENERAL WORKING CONDITIONS</b>		
	Hours worked each week	
	Flexibility in scheduling	
	Location of work	
	Amount of paid vacation time/sick leave offered	
<b>PAY AND PROMOTION POTENTIAL</b>		
	Salary	
	Opportunities for Promotion	
	Benefits (Health insurance, life insurance, etc.)	
	Job Security	
	Recognition for work accomplished	
<b>WORK RELATIONSHIPS</b>		
	Relationships with your co-workers	
	Relationship(s) with your supervisor(s)	
	Relationships with your subordinates (if applicable)	
<b>USE OF SKILLS AND ABILITIES</b>		
	Opportunity to utilize your skills and talents	
	Opportunity to learn new skills	
	Support for additional training and education	
<b>WORK ACTIVITIES</b>		
	Variety of job responsibilities	
	Degree of independence associated with your work roles	
	Adequate opportunity for periodic changes in duties	

**PART III****RATING YOUR JOB OFFER FROM OTHER COMPANIES**

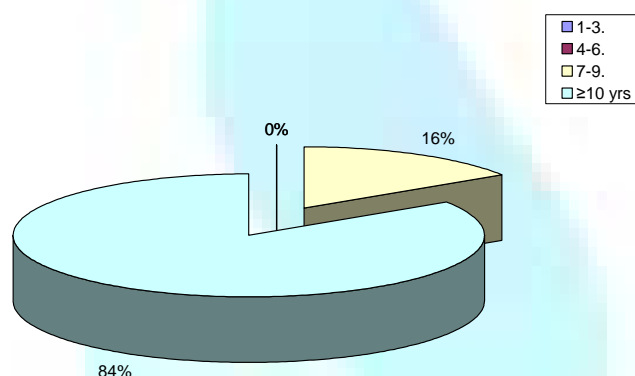
Have you been offered jobs from other companies?

If Yes -----Please answer the following:

1. Salary offered
  - a) 12 lakhs to 15 lakhs
  - b) 15 to 20
  - c) 21 to 30
  - d) More than 30
2. Profile of the offer
3. Reasons for decline
  - a) Job satisfaction at BSNL.
  - b) Not happy with culture at pvt. Company
  - c) Salary hike was not significant
4. If you get an offer next time would you accept?
  - a) Yes
  - b) No
  - c) May Be

**ANALYSIS****PART I**

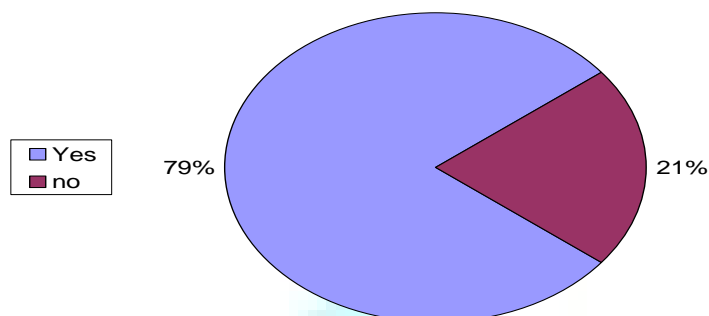
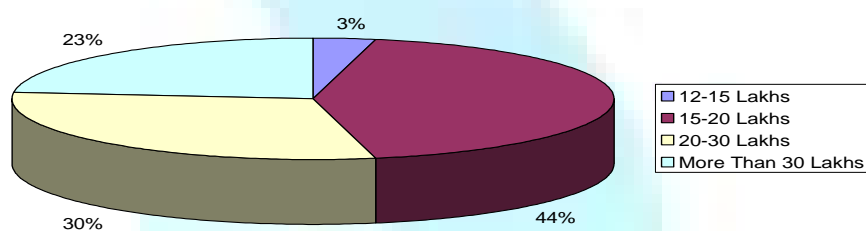
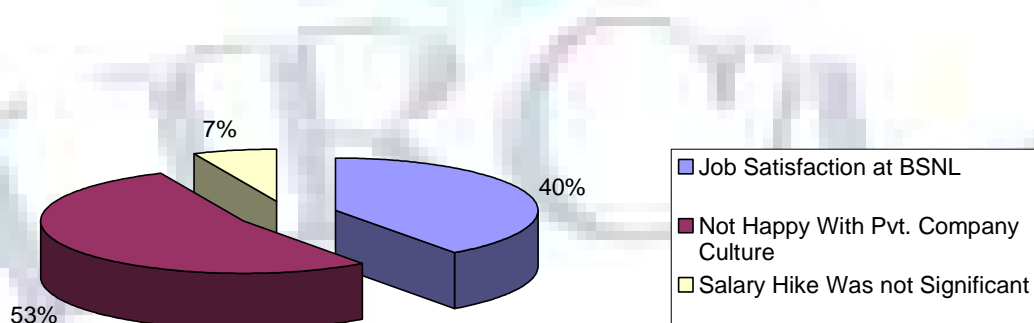
How Long Work For Company

**PART II**

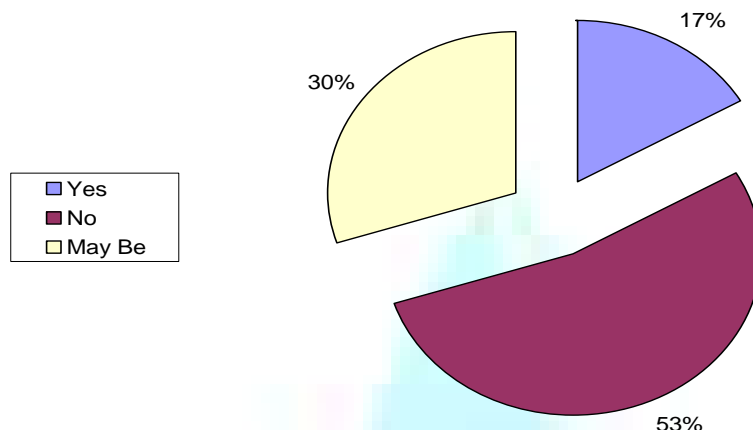
Average Satisfaction Level	Aspects of Job & correlation between Satisfaction level and its importance to the employee	Average Importance
<b>GENERAL WORKING CONDITIONS</b>		
2.86	Hours worked each week $r = 0.42$	3.39
2.79	Flexibility in scheduling $r = 0.09$	3.46
2.93	Location of work $r = 0.18$	3.21
2.93	Amount of paid vacation time/sick leave offered $r = 0.36$	3.14
<b>PAY AND PROMOTION POTENTIAL</b>		
1.89	Salary $r = -0.44$	3.50
2.43	Opportunities for Promotion $r = -0.15$	3.39
2.82	Benefits (Health insurance, life insurance, etc.) $r = -0.23$	3.11
3.54	Job Security $r = 0.26$	3.29
2.50	Recognition for work accomplished $r = 0.18$	3.46
<b>WORK RELATIONSHIPS</b>		
3.18	Relationships with your co-workers $r = 0.49$	3.39
2.89	Relationship(s) with your supervisor(s) $r = 0.33$	3.39
3.00	Relationships with your subordinates (if applicable) $r = 0.18$	3.36
<b>USE OF SKILLS AND ABILITIES</b>		
2.64	Opportunity to utilize your skills and talents $r = 0.11$	3.54
2.71	Opportunity to learn new skills $r = 0.12$	3.54
2.93	Support for additional training and education $r = 0.27$	3.50
<b>WORK ACTIVITIES</b>		
3.21	Variety of job responsibilities $r = 0.18$	3.36
3.18	Degree of independence associated with your work roles $r = 0.35$	3.36
2.96	Adequate opportunity for periodic changes in duties $r = -0.06$	3.14



## PART III

**Job Offered****Pay Offered****Reason For Decline**

### If You Get an Order Next Time Would You Accept



### CONCLUSION

1. The positive value of coefficient of correlation for the factors: General conditions, work relationship, use of skills and abilities, variety of job responsibilities, degree of independence, job security, recognition of work, indicates that by and large the ITS officers in BSNL are getting what they expect.
  - (a) Hours per week and relationship with co-workers are two dominating factor in job-satisfaction at BSNL
  - (b) BSNL should work towards the flexibility in scheduling. It should provide opportunities to learn new skills so that officers are more content at work place
2. The negative value of coefficient of correlation indicates the inverse relation between importance of the aspect and the satisfaction level which shows that either BSNL is providing the facility which is not very important to the officers or not providing which is important to the officers.
  - (a) Salary is the main factor for dissatisfaction.
  - (b) As promotions are fixed and periodical officers don't find the process encouraging
  - (c) Benefit policies are not playing a positive role in job satisfaction
3. With problems like salary, promotion, benefits also majority of ITS officers are satisfied with the job.
4. Majority officers are not comfortable with private-organization's culture.
5. The study shows that except the 'salary' factor the satisfaction level is between 2.5 and 3.6. Officers have declared all the factors except salary important for job-satisfaction, but -ve value of  $r$  for factors like opportunity for promotion, benefits and opportunity for job change, takes these factors out from declared ones. The derived factors for job-satisfaction are: general working condition, recognition for work, work relationship, use of skills, variety of responsibility and degree of independence.
6. On an average the officers are not very happy with the number of hours they work for BSNL but its correlation is highest, which shows that it the hidden motivator for the employees to retain in the organization.
7. It is an eye opener for many organizations where attrition rate is increasing day by day. Money is not the only factor which can hold the employees, relation with colleagues, job security are also important in motivating the employees.

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