

**HUMAN RESOURCE MANAGEMENT PRACTICES AND IT'S
INFLUENCE ON ORGANIZATIONAL COMMITMENT IN
TELECOM SECTOR IN KERALA**

Thesis
submitted to the University of Calicut
for the award of the Degree of
Doctor of Philosophy in Commerce

Submitted by
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March 2025

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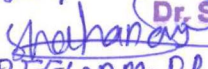
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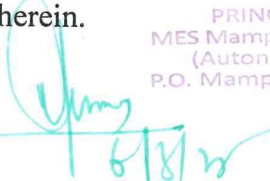
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ABBREVIATIONS

AMO	Ability-Motivation-Opportunity
AT & T	American Telephone and Telegraph
ANOVA	Analysis of Variance
AVE	Average Variance Extracted
BSNL	Bharat Sanchar Nigam Limited
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
DoT	Department of Telecommunications
EFA	Exploratory Factor Analysis
ESI	Employee Satisfaction Index
FCC	Federal Communications Commission
FDI	Foreign Direct Investment
HOC	Higher Order Construct
HPWS	High Performing Work Practices
HRD	Human Resource Development
HRM	Human Resource Management
HSE	Higher Secondary Education
IB	Internal Branding
IoT	Internet of Things
KSA	Knowledge-Skill-Ability
LOC	Lower Order Construct
MANOVA	Multivariate Analysis of Variance
MCI	Microwave Communications International

MGA	Multigroup Analysis
MICOM	Measurement Invariance of Composite Models
MTNL	Mahanagar Telephone Nigam Limited
OCB	Organisational Citizenship Behaviour
OC	Organisational Commitment
OCQ	Organisational Commitment Questionnaire
OFTEL	Office of Telecommunications
PLS	Partial Least Squares
PLFS	Periodic Labour Force Survey
QWL	Quality of Work Life
RBV	Resource Based View
ROL	Relationship Oriented Leadership
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
TCM	Three Component Model
TFL	Transformational Leadership
TRAI	Telecom Regulatory Authority of India
VIF	Variance Inflation Factor
VoLTE	Voice over Long Term Evolution
VRS	Voluntary Retirement Scheme
VSNL	Videsh Sanchar Nigam Limited
Wi-Fi	Wireless Fidelity

ABSTRACT

The telecom sector, a cornerstone of India's digital revolution, plays a crucial role in the nation's economic growth and digital transformation. India has over 1059.97 million active subscribers, making it the world's second-largest telecom market. The sector not only drives connectivity and innovation but also generates significant employment, directly employing 2.2 million individuals and indirectly supporting 1.8 million jobs. However, managing human resources remains a complex challenge, particularly in an industry driven by rapid technological advancements and a high demand for skilled labour. Human Resource Management (HRM) practices play a crucial role in shaping employees' organisational commitment and job satisfaction—key factors for improving productivity, reducing turnover, and enhancing overall company performance. Despite the recognised importance of HRM, there remains a gap in understanding how well existing HRM practices align with employee expectations and their impact on organisational commitment and job satisfaction. This study examines the effectiveness of HRM practices in Kerala's telecom sector, specifically their impact on organisational commitment and job satisfaction. Additionally, it explores the mediating role of job satisfaction in this relationship. The study also investigates how these relationships vary between public and private sector telecom companies. This study adopts a descriptive and analytical research approach. Both secondary and primary data were used, with primary data collected through a well-structured questionnaire administered to 404 telecom sector employees from BSNL (public sector) and Jio (private sector) telecom companies in Kerala using the cluster sampling method. The findings reveal that performance appraisal, learning, and promotion are among the most effective HRM practices, while salary remains a critical area requiring improvement. The study confirms that HRM practices positively influence organisational commitment and job satisfaction, with job satisfaction serving as a significant mediator in this relationship. Sectoral differences are also evident, with public sector telecom companies benefiting more from ability-enhancing practices, while private sector companies see a stronger impact from motivation-enhancing practices. The study further examines how demographic and professional factors influence job satisfaction and organisational commitment. These findings offer valuable insights for telecom companies and policymakers, emphasizing the need to upgrade HRM practices and implement targeted strategies for both public and private telecom organisations.

Keywords: *HRM Practices, Organisational Commitment, Job Satisfaction, Telecom Sector, Employees*

സംഗ്രഹം

ഇന്ത്യയുടെ ഡിജിറ്റൽ വിപ്ലവത്തിന്റെ നെടുങ്ങനായ ടെലികോം മേഖല രാജ്യത്തിന്റെ സാമ്പത്തിക വളർച്ചയിലും ഡിജിറ്റൽ പരിവർത്തനത്തിലും നിർണായക പങ്ക് വഹിക്കുന്നു. 1059.97 മില്യൺ സജീവ ഉപയോക്താക്കളുമായി, ലോകത്തിലെ രണ്ടാമത്തെ വലിയ ടെലികോം വിപണിയായ ഇന്ത്യ ഈ മേഖലയിൽ കണക്ടിവിറ്റിയെയും നവീകരണങ്ങളെയും മുൻനിറുത്തി വികസന വഴിയിൽ മുന്നേറുന്നു. മാത്രവുമല്ല 2.2 മില്യൺ പേർക്ക് നേരിട്ടുള്ള തൊഴിലും 1.8 മില്യൺ പേർക്ക് പരോക്ഷ തൊഴിലും ഈ മേഖല നൽകുന്നു. എന്നിരുന്നാലും, മനുഷ്യവിഭവശേഷി കൈകാര്യം ചെയ്യുന്നത് സങ്കീർണ്ണമായ ഒരു വെല്ലുവിളിയായി തുടരുന്നു, പ്രത്യേകിച്ച് ദ്രുതഗതിയിലുള്ള സാങ്കേതിക പുരോഗതിയും വൈദഗ്ധ്യമുള്ള തൊഴിലാളികളുടെ ഉയർന്ന ഡിമാൻഡും നയിക്കുന്ന ടെലികോം മേഖലയിൽ. ജീവനക്കാരുടെ സംഘടനാ പ്രതിബദ്ധതയും ജോലി സംതൃപ്തിയും രൂപപ്പെടുത്തുന്നതിൽ മാനവ വിഭവശേഷി മാനേജ്മെന്റ് പ്രാക്ടീസുകൾ നിർണായക പങ്ക് വഹിക്കുന്നു. ഇവ ഉൽപ്പാദനക്ഷമത മെച്ചപ്പെടുത്തുന്നതിനും ജീവനക്കാരുടെ ഇടയിലെ കൊഴിഞ്ഞുപോക്ക് കുറയ്ക്കാനും കമ്പനിയുടെ മൊത്തത്തിലുള്ള പ്രകടനം വർദ്ധിപ്പിക്കുന്നതിനുമുള്ള പ്രധാന ഹേതുവായി പ്രവർത്തിക്കുന്നു. എച്ച്ആർഎമ്മിന്റെ പ്രാധാന്യം അംഗീകരിക്കപ്പെട്ടിട്ടുണ്ടെങ്കിലും, നിലവിലുള്ള എച്ച്ആർഎം പ്രാക്ടീസുകൾ ജീവനക്കാരുടെ പ്രതീക്ഷകളുമായി എത്രത്തോളം യോജിക്കുന്നുവെന്നും സ്ഥാപനപരമായ പ്രതിബദ്ധതയിലും ജോലി സംതൃപ്തിയിലും അവ ചെലുത്തുന്ന സ്വാധീനവും മനസ്സിലാക്കുന്നതിൽ പര്യാപ്തമായ പഠനം ഇപ്പോഴും കുറവാണ്. കേരളത്തിലെ ടെലികോം മേഖലയിലെ മാനവ വിഭവശേഷി മാനേജ്മെന്റ് പ്രാക്ടീസുകളുടെ ഫലപ്രാപ്തിയെ, പ്രത്യേകിച്ച് സ്ഥാപനപരമായ പ്രതിബദ്ധതയിലും ജോലി സംതൃപ്തിയിലും അവ ചെലുത്തുന്ന സ്വാധീനത്തെ ഈ പഠനം പരിശോധിക്കുന്നു. കൂടാതെ, ഈ ബന്ധത്തിൽ തൊഴിൽ സംതൃപ്തിയുടെ മധ്യസ്ഥ പങ്കിനെ ഇത് പരിശോധിക്കുന്നു. പൊതു, സ്വകാര്യ മേഖലയിലെ ടെലികോം കമ്പനികൾക്കിടയിൽ ഈ ബന്ധങ്ങൾ എങ്ങനെ വ്യത്യാസപ്പെട്ടിരിക്കുന്നുവെന്നും പഠനം അന്വേഷിക്കുന്നു. ഈ പഠനം ഒരു വിവരണാത്മകവും വിശകലനപരവുമായ ഗവേഷണ സമീപനമാണ് സ്വീകരിച്ചിരിക്കുന്നത്. ദ്വിതീയവും പ്രാഥമികവുമായ ഡാറ്റകൾ പഠനത്തിനായി ഉപയോഗിച്ചു, പ്രാഥമിക വിവരങ്ങൾ ക്ലസ്റ്റർ സാമ്പിളിംഗ് രീതി ഉപയോഗിച്ച് കേരളത്തിലെ ബിഎസ്എൻഎൽ (പൊതുമേഖല) ജിയോ(സ്വകാര്യമേഖല) എന്നീ ടെലികോം കമ്പനികളിലെ 404 ജീവനക്കാരിൽ നിന്ന് ചിട്ടപ്പെടുത്തിയ ചോദ്യാവലിയുടെ സഹായത്തോടെ ശേഖരിച്ചു. പ്രകടന വിലയിരുത്തൽ, ലേണിംഗ്, സ്ഥാനക്കയറ്റം എന്നിവ ഏറ്റവും ഫലപ്രദമായ എച്ച്ആർഎം പ്രാക്ടീസുകളിൽ പെട്ടതാണെന്ന് പഠനത്തിൽ കണ്ടെത്തുന്നു, അതേസമയം ശമ്പളം ഇപ്പോഴും മെച്ചപ്പെടുത്തേണ്ട ഒരു നിർണായക മേഖലയാണ്. എച്ച്ആർഎം പ്രാക്ടീസുകൾ സ്ഥാപനപരമായ പ്രതിബദ്ധതയെയും ജോലി സംതൃപ്തിയെയും പോസിറ്റീവായി സ്വാധീനിക്കുന്നുവെന്നതാണ് പഠനത്തിന്റെ പ്രധാന കണ്ടെത്തൽ, കൂടാതെ ഈ ബന്ധത്തിൽ തൊഴിൽ സംതൃപ്തി ഒരു പ്രധാന മീഡിയേറ്ററായി പ്രവർത്തിക്കുന്നു. മേഖലാപരമായ വ്യത്യാസങ്ങളും ശ്രദ്ധേയമാണ്, പൊതുമേഖലാ ടെലികോം കമ്പനികൾ കഴിവ് വർദ്ധിപ്പിക്കുന്ന പ്രക്ടീസുകളിൽ നിന്നുകൂടുതൽ പ്രയോജനം നേടുന്നു, അതേസമയം സ്വകാര്യമേഖലാ കമ്പനികൾ പ്രചോദനം വർദ്ധിപ്പിക്കുന്ന

പ്രകൃതിസുഖത്തിൽ നിന്ന് ശക്തമായ സ്വാധീനം ചെലുത്തുന്നു. ഡെമഗ്രാഫിക്, പ്രൊഫഷണൽ സംബന്ധമായ ഘടകങ്ങൾ തൊഴിൽ സംതൃപ്തിയെയും സംഘടനാ പ്രതിബദ്ധതയെയും എങ്ങനെ സ്വാധീനിക്കുന്നുവെന്ന് പഠനം കൂടുതൽ വ്യക്തത നൽകുന്നു. ഈ കണ്ടെത്തലുകൾ ടെലികോം കമ്പനികൾക്കും നയരൂപീകരണക്കാർക്കും വിലപ്പെട്ട ഉൾക്കാഴ്ചകൾ നൽകുകയും എച്ച്ആർഎം പ്രാക്ടീസുകൾ നവീകരിക്കേണ്ടതിന്റെയും പൊതു, സ്വകാര്യ ടെലികോം സ്ഥാപനങ്ങൾക്കായി പ്രത്യേകമായി രൂപകല്പന ചെയ്ത നയങ്ങൾ നടപ്പിലാക്കേണ്ടതിന്റെയും ആവശ്യകത ഉറപ്പിപ്പിക്കുകയും ചെയ്യുന്നു.

കീവേഡുകൾ: എച്ച്ആർഎം പ്രാക്ടീസുകൾ, സ്ഥാപനപരമായ പ്രതിബദ്ധത, ജോലി സംതൃപ്തി, ടെലികോം മേഖല, ജീവനക്കാർ

CHAPTER 1

INTRODUCTION

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1.1 Background of the Study

The emergence of the new concept of 'Digital India,' a great endeavour introduced by the Government of India, has led our nation into a new phase of connectivity, innovation, and holistic development. The nation's telecom sector is considered a cornerstone of this digital revolution. Since India is the most populated country in the world, the telecom sector has significant growth potential in the foreseeable future. According to the Telecom Regulatory Authority of India (TRAI) report, the count of active telecom subscribers is 1059.97 million. It is the world's second-largest subscriber base, trailing only China. The report indicates the significance of the telecom sector in the country's economic development. According to government reports, the telecommunications sector generates 2.2 million jobs directly and 1.8 million jobs indirectly. Telecom employees play a crucial role in achieving the country's effective digital transformation.

Human resources are the most valuable assets of any business organisation. All organisations need the right people in the right places at the right times in order to accomplish their mission, endure, and thrive (Danlami, 2011), and they rely mainly on the quality and proficiency of their workforce. Human resources play a key role in the economic growth of any nation because the skills and abilities of its people make it stronger and more competitive. They are a crucial component in achieving a competitive advantage for an organisation, as effective management of human resources results in improved overall performance. The advancement of globalisation has confirmed human resources as the fundamental factor that leads to business success. At present, competition has become more severe in most business sectors than in the last few decades. The incompetency of human resources in an organisation adversely affects its success in the long run. If an organisation fails to properly employ its employees, competitors with superior human resource management skills will

ultimately force it out of the market. Therefore, human resource administrators must design strategic policies and plans for their companies to effectively employ their human resources and dominate the strategies of competitors.

Human resource management is the foundation, while HR practices are the building blocks that construct our organisational success. Human resource management is a strategic and systematic mechanism that incorporates various practices to accelerate an organisation's success. Nowadays, almost all industries confront the challenge of a high rate of employee attrition. In such a context, an effective and powerful solution for HR departments of all organisations is the employment of appropriate and proper HR practices in order to reduce quitting of a talented workforce. Effective HR practices ensure employee retention by facilitating a healthy work atmosphere and maximising employees' job satisfaction (Ahmad & Schroeder, 2003). HR practices have a positive impact on organisational commitment, which refers to the mental affection employees have for their organisations (Ahmad & Schroeder, 2003). Meyer examined the relationship between HR practices and organisational commitment in any business organisation, with a particular focus on psychological involvement (Meyer, 1997). Mayer and Smith interpret different HR practices, such as method choice, employee training, performance assessment, recognitions, and job security, as accelerating organisational commitment (Meyer & Smith, 2000). Moreover, these practices lead to a higher degree of loyalty and lowered attrition (Cho et al., 2006). HR practices have a direct and close relationship with organisational performance. It indicates that proper HR management results in enhanced employee performance, which in turn leads to the attainment of overall organisational goals (B. Becker & Gerhart, 1996). Effective HR practices ensure the enhancement of employees' performance by offering them adequate proficiencies, training, and encouragement to fulfil their tasks and jobs productively. Various HR practices, especially training and development strategies, lead to employees' professional growth and success and make them more skilled and dynamic.

The study of Becker and Huselid confirms that talented and motivated employees play a crucial role in an organisation's ability to attain a competitive

advantage more quickly and flexibly than competitors who may adopt classical competitive advantage energies such as product quality, technological benefits, and the economy of large-scale production (B. E. Becker & Huselid, 1998). Effective HR practices in an organisation shape its culture by enhancing various business values such as team spirit, communication, and mutual respect among employees, thereby ensuring a motivating and healthy work environment. It also ensures compliance with labour-related rules and regulations, minimises legal threats, and encourages equitable employee treatment. Furthermore, these practices align employees with the company's overall objectives and ensure their performance, ultimately contributing to the organisation's ultimate success. By maintaining an environment of employees' continuous learning and development in the organisation, HR practices make the organisation more adaptive to innovations and technological advancements, which ultimately leads to the attainment of a unique advantage. In general, HR practices serve as the foundation for cultivating motivated, talented, and dedicated employees, thereby fostering the ultimate success of the organisation (Şendoğdu et al., 2013).

When conducting research on HR practices, it can be challenging to determine which of the numerous practices implemented in an organisation to focus on. It is crucial to select a set of practices that prioritise and guarantee their alignment with the goals of both the employees and the organisation. The process of selecting those practices passes through different stages. In the first stage, we consider practices that directly impact employees' satisfaction and involvement, including performance assessment techniques, training and development methods, and employee recognition programs. In the second stage, the organisation's strategic goals and the positive impact of HR practices on achieving these goals are taken into consideration. In the last stage, the practices relating to the existing obstacles within the organisation are considered. By maintaining a balance between the above-mentioned components, namely employee requirements, organisational goals, and existing challenges, it is possible to emphasise a controllable group of HR practices for the study. Taylor highlights the importance of focusing on HR practices that directly impact employee satisfaction and overall organisational effectiveness. They recommend that those practices, such as employee performance management, training and development

programs, and recognition and appreciation, play a vital role in creating a committed and high-yielding team of employees (Taylor, 2014).

Wright and McMahan examine different theoretical models that are used to analyse various components of HRM practices (Wright & McMahan, 1992). These models include behavioural perspective, cybernetic models, agency transaction cost theory, the resource-based view of the firm, power/resource dependence models, and institutional theory. The study evaluates the effects of a powerful model on strategic human resource management and practices. Ulrich emphasises the need for an HR system that incorporates HR strategies that align with the organisational objectives (Ulrich, 1996). In short, HR practices aligning with the growing organisational and individual goals should be considered and preferred. So, HR managers emphasise areas like employee talent management, employee involvement, and performance assessment to ensure organisational productivity and employee gratification. Kellner highlights the significance of the AMO model, which puts forward a systematised structure to elucidate the positive impact of different HR practices on the performance of employees through their Ability, Motivation and Opportunity (Kellner et al., n.d.). This model contributes to the identification and execution of efficacious HR techniques, which in turn result in enhanced individual and organisational performance. Moreover, they confirm that there are interrelationships between individual employee attributes and various HR practices, inevitably facilitating improved talent management and organisational growth.

When considering individual practices, training stands out as a prominent method that enhances the abilities and skills of employees. Training is a structured process of improving employees' talents, expertise, and proficiencies in order to strengthen their performance and equip them for upcoming positions in the organisation. Organisations develop effective training methods to align with their objectives, close skill gaps, and foster continuous employee development. Investment in training programs results not only in the improvement of employee performance but also in employee participation, retention, and, ultimately, employee satisfaction. Chopra highlights the role of managers in maintaining an environment of continuous

learning and development (Chopra-McGowan, 2022). Effective learning and development programs contribute much to employee participation and reduce attrition. Increased investments in training and development programs increase the likelihood of employees remaining with the organisation for the foreseeable future. The study conducted by Alsuwaidi stresses the importance of effective performance appraisal, which leads to employee motivation through a clear feedback system, recognition, and finding where the employee's progress is required (Alsuwaidi et al., 2021). Through this approach, an organisation can motivate employees, ultimately helping to attain the overall success of the organisation.

Salary is a front-runner among the practices that generate motivation in employees. It represents the major financial activity related to employees that strengthens employee satisfaction and performance. Promotion also generates motivation; if there is a clear path for the advancement of employees in the organisation, they will be motivated, committed to stay, and ready to contribute their optimum level towards the success of the organisation. Appropriate reward systems, including financial bonuses, non-financial incentives, and recognition, enhance employees' sense of worth and appreciation, resulting in increased job satisfaction and productivity. The sense of security develops a productive work environment in which individuals are motivated to put forth their utmost efforts toward organisational objectives. When employees feel informed and involved, and there is a sense of information sharing in the organisation, they are more likely to be motivated and engaged, contributing to greater performance and innovation. Teamwork is needed to cultivate a collaborative environment where employees can work together effectively to attain common goals. Through employee participation, employees are getting involved in defining their work environment; they exhibit higher enthusiasm to contribute to the company's success and demonstrate stronger commitment to the enterprise. These individual practices collectively contribute to defining the job satisfaction and organisational commitment of employees.

Job satisfaction denotes the level of gratification and delight that an employee experiences in his work. Managers in general, and HR managers in particular,

emphasise employees' job satisfaction because it has a direct impact on their commitment, efficiency, absenteeism, and attrition. An organisation with satisfied employees will experience enhanced productivity, employee retention, and healthy internal relationships. On the contrary, if employees are dissatisfied with their jobs, it is hard to create healthy employee relationships within an organisation, which in turn may result in reduced productivity, employee absenteeism, higher turnover, various health issues, substantial consumption of alcohol, physical and mental breakdown, etc. Studies like Cherief (Cherif, 2020) found that there is a positive relationship between HR practices and job satisfaction. Practices like individual employees' achievements, such as promotions, rewards, etc., and their expertise in performance lead to job satisfaction (Paşaoğlu & Tonus, 2014). Employee satisfaction results in organisational commitment because satisfied employees feel an emotional attachment and a sense of belongingness towards their organisation. The findings of Ebraze (Ebraze et al., 2019) validate that there is a positive correlation between job satisfaction and organisational commitment, and dimensions of job satisfaction act as a predictor of organisational commitment.

Organisational commitment is "the sturdy framework built on affection, obligation, and opportunity, which together create a dedicated and cohesive workforce." It is the employee's state of being committed to facilitating the attainment of the organisation's objectives and involves the employee's levels of identification, engagement, and loyalty (Caught et al., 2000). Meyer and Allen define it as "a psychological state that (a) characterises the employee's relationship with the organisation and (b) has implications for the decision to continue or discontinue membership in the organisation" (Meyer & Allen, 1991). This widely accepted definition tries to build a consensus throughout different studies, approaches, and definitions within the literature on organisational commitment. They identified three types of organisational commitment: affective, continuance, and normative. Affective commitment is based on an individual's desire to remain in an organisation. Continuance commitment is based on the fact that an individual cannot afford to leave the organisation. Normative commitment is based on an individual's perceived obligation to remain within an organisation. Currivan highlights that job satisfaction

directly influences organisational commitment, and job satisfaction and organisational commitment are key determinants of turnover and performance within organisations (Currivan, 1999). Currivan assumes that satisfied employees are more likely to exhibit commitment to their organisation. This commitment results in reduced turnover intentions and enhanced organisational effectiveness. Currivan's research emphasises the importance of creating a work environment that fosters job satisfaction to boost overall organisational commitment.

In brief, this study aims to explore the intricate relationships between human resource practices, job satisfaction, and organisational commitment within the telecom sector. Based on extensive literature and empirical studies, it highlights how effective human resource practices can enhance job satisfaction, which in turn acts as a mediator to strengthen organisational commitment. By grasping these dynamics, organisations may formulate strategies that not only improve employee satisfaction but also foster a committed workforce, ultimately leading to better organisational performance and reduced turnover rates. Researchers and professionals in the field of human resource management can expect this study to offer valuable insights and practical recommendations to improve organisational outcomes in the competitive telecom industry.

1.2 Statement of the Problem

India has the world's second-largest telecom subscriber base, exceeding 1,059.97 million users as of September 2024, highlighting the vast reach and potential of the telecom industry. The telecom sector is the fourth largest in terms of Foreign Direct Investment (FDI) inflows, contributing 6% of total FDI inflows and directly supporting 2.2 million jobs while indirectly supporting 1.8 million jobs.

Human resources are the most crucial asset of any organisation, forming the foundation for achieving a competitive advantage. Managing human resources is more challenging than managing technology or capital. To ensure effective workforce management, organisations require a robust HRM system backed by sound HRM practices. In the telecom sector, where rapid technological advancements and a high demand for skilled labour persist, effective HRM practices are essential. These

practices enable employees to adapt to technological changes and perform efficiently, ultimately contributing to the success of telecom companies.

Organisational commitment in the telecom sector is critical, as it reflects employees' loyalty and dedication to their organisation. A higher level of commitment is associated with lower turnover rates, increased productivity, and enhanced customer service. Studies indicate that HRM practices positively influence organisational commitment, improving overall company performance.

Similarly, job satisfaction in the telecom sector is crucial, as it directly impacts employee morale and well-being. Satisfied employees tend to be more productive, innovative, and customer-centric. Several factors—working conditions, compensation, career advancement opportunities, job security, and interpersonal relationships with colleagues and supervisors significantly influence job satisfaction. High job satisfaction is also linked to enhanced job performance and organisational commitment. These three interrelated elements—HRM practices, job satisfaction, and organisational commitment—foster a motivated, committed, and high-performing workforce, thereby driving the overall success of the telecom sector.

Despite the importance of HRM practices, there exists a gap between HRM policies and employee expectations. It is crucial to understand employees' experiences and perceptions of HRM practices and assess whether these practices align with their needs. A lack of employee-centric policy design may lead to dissatisfaction and reduced commitment. Additionally, there is limited clarity on the impact of HRM practices on job satisfaction and organisational commitment, making it essential to examine these relationships.

Furthermore, significant differences exist between public and private sector telecom companies in terms of HRM practices, job satisfaction, and organisational commitment. A comparative understanding of these variations can assist in developing company-specific HR policies that cater to sectoral differences.

Given the paucity of research in this area, the current study aims to bridge this gap. By addressing these issues, the study will provide valuable insights for

policymakers and organisations, ultimately helping to design HR policies that enhance job satisfaction, strengthen organisational commitment, and empower employees to make their optimum contribution to the telecom sector.

Following a comprehensive investigation of the previously outlined concerns, the following research questions have been formulated to guide this study:

1. Are the existing human resource practices in the telecom sector capable of meeting employees' expectations?
2. Do such practices have any significant influence over the organisational commitment of Telecom employees?
3. Does the organisational commitment change according to the demographic and professional variables of employees?
4. Does job satisfaction change according to the demographic and professional variables of employees?
5. What is the status of organisational commitment and job satisfaction in the telecom sector?
6. Which are the most influencing HR practices on organisational commitment and job satisfaction?
7. What is the relationship between HR practices, job satisfaction and organisational commitment?
8. What are the public and private differences in the relationship between HR practices, job satisfaction and organisational commitment?

1.3 Significance of the Study

In India, the telecommunication sector plays a crucial role in the country's overall development by contributing to employment generation, FDI inflows, reduction in the digital divide, accelerating the growth of infrastructural facilities, etc. As a result of drastic technological advancement, India is experiencing substantial

growth in the sector since the country is most populated with the second largest telecom subscriber base in the world.

Even though our country is facing unemployment challenges since it is abundant in human resources, the telecom sector provides substantial job opportunities in the country. Employees in the sector are confronting different challenges because the sector has gone through rapid changes during the last decade as a result of technological advancement, the merging and winding up of various players and the entry of new players.

This study will help various stakeholders, such as management of the telecom sector, policymakers, academicians, customers, employees, etc., in the following ways:

- **Management of the organisation**

The study will help to understand the prevailing HR practices in the telecom sector, and they can ensure the empowerment of employees by improving and redesigning HR practices. It also helps to recognise the satisfaction and commitment level of employees and where support from management is required. Moreover, management can cultivate a positive work culture that ultimately leads to the success of the organisation.

- **Policymakers**

This study shows the current status of the telecom sector and the problems telecom employees in Kerala are facing. Thus, policymakers can take remedial measures and redesign policies and programmes according to the overall development of the Telecom sector through employees working there.

- **Academics and researchers**

This study developed theoretical insights, structured conceptual models for telecom employees, and identified best practices that lead to better performance in the organisation.

- **Investors**

This study helps to understand the present situation of the workforce, which helps investors predict potential risks or opportunities. The job satisfaction and commitment of employees are indicators of the company's future performance.

- **Customers**

The study will help to understand employee satisfaction, which directly impacts the service quality of customer service; if the employees are satisfied and motivated, that leads to better service, and the ultimate result is reputation and customer loyalty.

- **Technology Providers**

The study helps to understand employees' needs and the challenges they are facing. As a result, they guide them in the adoption of technologies and customise tools and platforms according to employees' needs.

- **Community and Society**

The telecom sector plays a crucial role in the economic development of our country; by developing healthy and satisfied employees, there will be an impact on economic growth and results in the social welfare of the society.

- **Employees Themselves**

The study helps the employees to understand the industry trends and what their organisation need most. Accordingly, they can focus on their career planning and professional development. Moreover, the study identifies the problems employees face in the telecom sector; in order to overcome this, corrective action should be taken and updated in the policies of the company.

1.4 Scope of the Study

The purpose of this study is to demonstrate how the human resource management practices designed for the telecom sector employees contribute to their

organisational commitment and job satisfaction in the state of Kerala. In India, extensive studies have already been conducted on customer aspects in the telecom industry. Only a few studies focus on the perspectives of employees, particularly those in the telecom sector who contribute to our nation's digital transformation.

- This study focused on telecom sector employees, who are facing tremendous changes and are the main contributors to the digitalisation of our country.
- This study includes employees working as managers, assistant managers, and administrative officers in the telecom sector.
- The study was limited to the non-technical category of employees since they constitute a major part of total employment in the telecom sector.
- Both public and private sector telecom employees participated in the study. We focused on BSNL employees for the public sector and Jio employees for the private sector. A comparison was made among them to analyse the relationship between HRM practices, job satisfaction, and organisational commitment.
- Data were collected from 6 districts of Kerala (Thiruvananthapuram, Ernakulam, Kozhikode, Kasaragod, Kannur, and Malappuram) among 404 telecom sector employees using a cluster sampling method.
- The study has been confined to understanding the demographic and professional profile of telecom sector employees in Kerala and identifying the influence of ability, motivation, and opportunity-enhancing practices on their affective, normative, and continuance levels of commitment. Moreover, the study helps to identify the right practices that lead to job satisfaction and enhance the commitment levels of employees.

1.5 Objectives of the Study

1. To assess the effectiveness of human resource management practices in the Telecom sector in Kerala.

2. To analyse the organisational commitment of employees in the Telecom sector in Kerala.
3. To examine the satisfaction level of employees in the Telecom sector in Kerala.
4. To examine the relationship between human resource management practices and organisational commitment mediated through job satisfaction.
5. To compare the relationship between human resource management practices and organisational commitment mediated through job satisfaction in public and private telecom companies.

1.6 Hypotheses of the Study

The hypotheses related to the study are as follows.

1.6.1 Interrelationship Between Demographic Variables with Organisational Commitment

1. **H₀**: There is no significant difference in organisational commitment and its levels between male and female telecom employees.
2. **H₀**: There is no significant difference in organisational commitment and its levels between married and unmarried telecom employees.
3. **H₀**: There is no significant difference in organisational commitment and its levels among employees residing in rural and urban areas.
4. **H₀**: There is no significant difference in organisational commitment among different age groups.
5. **H₀**: There is no significant difference in affective, normative, and continuance commitment among different age groups.
6. **H₀**: There is no significant difference between organisational commitment and its dimensions of telecom employees on the basis of their educational qualifications.

1.6.2 Interrelationship Between Professional Variables with Organisational Commitment

1. **H₀**: There is no significant difference in organisational commitment between public and private telecom employees.
2. **H₀**: There is no significant difference in organisational commitment and its levels among employees having fixed and flexible job timings in the company.
3. **H₀**: There is no significant difference between the Organisational Commitment between bond-signed and non-bonded employees.
4. **H₀**: There is no significant difference in organisational commitment and its levels among employees with performance targets and those without.
5. **H₀**: There is no significant difference in the various levels of organisational commitment among different levels of work experience.
6. **H₀**: There is no significant difference in organisational commitment based on work experience.
7. **H₀**: There is no significant difference in affective commitment, normative commitment and continuance commitment on the basis of work experience of employees.
8. **H₀**: There is no significant difference between organisational commitment and its dimensions of Managers, Assistant Managers and Administrative Officers.

1.6.3 Interrelationship between Demographic Variables with Job Satisfaction

1. **H₀**: There is no significant difference in job satisfaction and its dimensions among male and female telecom employees.
2. **H₀**: There is no significant difference in job satisfaction and its dimensions among married and unmarried telecom employees.
3. **H₀**: There is no significant difference in job satisfaction and its dimensions among employees residing in rural and urban areas.

4. **H₀**: There is no significant difference in job satisfaction among different age groups.
5. **H₀**: There is no significant difference in task fulfilment and social support satisfaction of employees among different age groups.
6. **H₀**: There is no significant difference between task fulfilment, social support and job satisfaction of employees on the basis of educational qualification.

1.6.4 Interrelationship Between Professional Variables with Job Satisfaction

1. **H₀**: There is no significant difference in job satisfaction between public and private telecom employees.
2. **H₀**: There is no significant difference between the job satisfaction of employees having fixed and flexible job timing in the company.
3. **H₀**: There is no significant difference between the job satisfaction of bonded and non-bonded employees.
4. **H₀**: There is no significant difference in job satisfaction and its dimensions among employees with performance targets and those without.
5. **H₀**: There is no significant difference in job satisfaction based on work experience.
6. **H₀**: There is no significant difference in task fulfilment and social support satisfaction among different levels of work experience.
7. **H₀**: There is no significant difference in job satisfaction among Managers, Assistant Managers, and Administrative Officers.

1.6.5 Effects of AMO Enhancing Practices on Organisational Commitment and Job Satisfaction

1. **H₀**: There is no significant effect of Ability-enhancing practices on organisational commitment.

2. **H₀**: There is no significant effect of Motivation enhancing practices on organisational commitment.
3. **H₀**: There is no significant effect of Opportunity-enhancing practices on organisational commitment.
4. **H₀**: There is no significant effect of Ability-enhancing practices on job satisfaction.
5. **H₀**: There is no significant effect of Motivation-enhancing practices on job satisfaction.
6. **H₀**: There is no significant effect of Opportunity-enhancing practices on job satisfaction.
7. **H₀**: There is no significant effect of job satisfaction on organisational commitment.
8. **H₀**: Job satisfaction does not mediate the relationship between Ability-enhancing practices and organisational commitment.
9. **H₀**: Job satisfaction does not mediate the relationship between Motivation-enhancing practices and organisational commitment.
10. **H₀**: Job satisfaction does not mediate the relationship between Opportunity-enhancing practices and organisational commitment.

1.6.6 Interrelationship Between AMO Enhancing Practices, Dimensions of Organisational Commitment and Job Satisfaction

1. **H₀**: There is no significant effect of Ability-enhancing practices on affective commitment.
2. **H₀**: There is no significant effect of Ability-enhancing practices on normative commitment.
3. **H₀**: There is no significant effect of Ability-enhancing practices on continuance commitment.

4. **H₀**: There is no significant effect of Motivation-enhancing practices on affective commitment.
5. **H₀**: There is no significant effect of Motivation-enhancing practices on normative commitment.
6. **H₀**: There is no significant effect of Motivation-enhancing practices on continuance commitment.
7. **H₀**: There is no significant effect of opportunity-enhancing practices on affective commitment.
8. **H₀**: There is no significant effect of opportunity-enhancing practices on normative commitment.
9. **H₀**: There is no significant effect of opportunity-enhancing practices on continuance commitment.
10. **H₀**: There is no significant effect of Job satisfaction on affective commitment.
11. **H₀**: There is no significant effect of Job satisfaction on normative commitment.
12. **H₀**: There is no significant effect of Job satisfaction on continuance commitment.
13. **H₀**: Job satisfaction does not mediate the relationship between ability-enhancing practices and affective commitment.
14. **H₀**: Job satisfaction does not mediate the relationship between motivation-enhancing practices and affective commitment.
15. **H₀**: Job satisfaction does not mediate the relationship between opportunity-enhancing practices and affective commitment.
16. **H₀**: Job satisfaction does not mediate the relationship between ability-enhancing practices and normative commitment.

17. **H₀**: Job satisfaction does not mediate the relationship between motivation-enhancing practices and normative commitment.
18. **H₀**: Job satisfaction does not mediate the relationship between opportunity-enhancing practices and normative commitment.
19. **H₀**: Job satisfaction does not mediate the relationship between ability-enhancing practices and continuance commitment.
20. **H₀**: Job satisfaction does not mediate the relationship between motivation-enhancing practices and continuance commitment.
21. **H₀**: Job satisfaction does not mediate the relationship between opportunity-enhancing practices and continuance commitment.

1.6.7 Interrelationship Between AMO Enhancing Practices, Dimensions of Organisational Commitment, and Job Satisfaction Among Public and Private Telecom Employees

1. **H₀**: There is no significant difference in the effect of ability-enhancing practices on organisational commitment between public and private telecom employees.
2. **H₀**: There is no significant difference in the effect of motivation-enhancing practices on organisational commitment between public and private telecom employees.
3. **H₀**: There is no significant difference in the effect of opportunity-enhancing practices on organisational commitment between public and private telecom employees.
4. **H₀**: There is no significant difference in the effect of ability-enhancing practices on job satisfaction between public and private telecom employees.
5. **H₀**: There is no significant difference in the effect of motivation-enhancing practices on job satisfaction between public and private telecom employees.

6. **H₀**: There is no significant difference in the effect of opportunity-enhancing practices on job satisfaction between public and private telecom employees.
7. **H₀**: There is no significant difference in the effect of job satisfaction on organisational commitment between public and private telecom employees.
8. **H₀**: There is no significant difference in the indirect effect of ability-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.
9. **H₀**: There is no significant difference in the indirect effect of motivation-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.
10. **H₀**: There is no significant difference in the indirect effect of opportunity-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.

1.7 Operational Definitions

Table 1.1
Operational Definitions

Concept	Definition
Human Resource Management	Human Resource Management (HRM) is a systematic approach to employment inside an organisation that fosters employee development and well-being, ultimately ensuring optimal alignment between the person and their work environment.
HRM practices	Practices and policies followed by the Telecom sector companies used to manage their employees. These practices enhance ability, motivation and opportunity in their working environment.
Training	Training is a system which helps to provide new skills and knowledge to employees periodically on the basis of the requirements of both the employees and the organisation. The tools and procedures of the training are designed

Concept	Definition
	according to the results from the employees' performance appraisal.
Learning	Learning is the method of assimilating knowledge to enhance skills and talents and employ them in different job situations. It provides the employees an opportunity to have an idea about various work methods which in turn lead to productive results. Employees will have adequate Learning if there is enough time and proper support from their colleagues.
Performance appraisal	It is a structured system used to evaluate employees' performance in an organisation periodically in order to provide feedback on that evaluation and direction for improving their performance. It should be fair and goal-oriented.
Salary	It refers to the monetary compensation paid by an organisation to its employees during their tenure of employment on the basis of their competencies, skills and knowledge. Usually, an organisation provides compensation packages that are on par with those of other companies in the market. The possibility of salary increments enhances employees' motivation to perform well.
Promotion	It means the advancement of an employee to a higher position on the basis of seniority, merit, or both. Employees will be motivated if they are promoted on time, and there is a higher possibility of getting promoted in future.
Job security	It means the guarantee which an employee expects from his employer to stay with the organisation for a foreseeable future.
Reward	Rewards are practices employed by an organisation in the forms of bonuses, awards, perquisites, etc., to motivate its employees and enhance their performance.
Employee participation	It is the process that offers employees an opportunity to participate in decision-making, take individual initiatives in the work environment, and provide suggestions for the betterment of the organisation.

Concept	Definition
Teamwork	It refers to the process which makes the employees in an organisation work cohesively to attain a predetermined goal. Employees tend to prefer working as a part of a good team instead of working independently.
Information Sharing	It is the process of effectively informing employees of a company's ideas and disclosable information, making sure they are aware of organisational changes and the rules and procedures they must follow.
Job satisfaction	It is a measure of employees' joyfulness in their organisation by performing their assigned tasks and experiencing support and cooperation from their colleagues.
Task fulfilment satisfaction	refers to the level of contentment and positive emotional experience an employee derives from completing their work tasks.
Social support satisfaction	denotes the degree of satisfaction that employee experience with the social dimensions of their workplace environment. This encompasses the beneficial experiences derived from mutual assistance, the enjoyment of relationships with colleagues, and the additional effort exerted to support peers.
Organisational commitment	It refers to the level of attachment an employee has towards their job and organisation. There are three 'mental states' that describe employees' attachment towards their organisations, namely affective commitment, normative commitment, and continuance commitment.
Affective commitment	It describes the emotional attachment of an individual to their organisation, which is characterised by a perception of business challenges as personal, a sense of belonging, and a desire to remain with the organisation for the rest of their career.
Normative commitment	This refers to the employee's loyalty and sense of obligation towards their job or organisation, as well as their personal relationships, which prevent them from quitting.

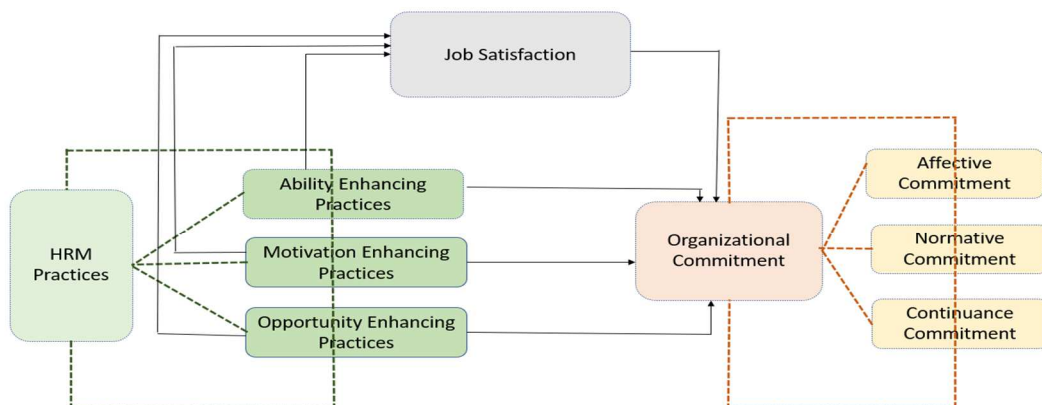
Concept	Definition
Continuance commitment	It refers to an employee's sense of attachment to their organisation due to the substantial cost of leaving and fewer employment alternatives.
Telecom sector	The telecom sector, also known as the telecommunication sector, is the industry that enables people to communicate over long distances. It comprises organisations and administrative bodies offering infrastructural facilities and services for transmitting data, messages, and signals. In this context, the telecom sector consists of both public and private companies. A public company denotes a company under the control and management of the government of India; here, it is BSNL. The private company refers to a company which is not a government company, and it is represented by Jio in the present study since Jio constitutes the major market share of the telecom sector in India.
Employees	An employee is a person who works for someone else and receives compensation. In the present study, the term 'employees' stands for non-technical personnel in the telecom sector in Kerala, which consists of managers, assistant managers, and administrative officers.

Source: Primary Data

1.8 Conceptual Framework

Figure 1.1

The conceptual model developed for the study



1.9 Research Methodology

The methodology used for the present research is discussed here. It contains research design, sources of data, sampling design, tools used for data collection, pilot study and pre-testing, reliability, and tools used for analysis of data.

1.9.1 Research Design

The present study is both descriptive and analytical research. The study provides an accurate and systematic description of various aspects of the research, such as the demographic characteristics and professional attributes of the employees. Therefore, the study follows a descriptive research design. It is also analytical research, as it attempts to quantify the relationships between different variables using statistical data to perform various hypotheses tests.

1.9.1.1 Sources of Data

Data were collected through both primary and secondary sources.

A. Primary Data

The Primary data were collected from telecom sector employees using a structured questionnaire, which was prepared based on the objective of the research study. Data collection has been carried out from both public and private sector telecom; BSNL employees are studied as public, and Jio represents private sector telecom employees. For conducting the pilot study, data were collected from 60 respondents of employees from the telecom sector from the Malappuram and Kozhikode districts of Kerala. For the purpose of conducting the main study, data were collected from 404 respondents of telecom sector employees from 6 districts of Kerala.

B. Secondary Source

- a. Periodic Labour Force Survey (PLFS) 2022-2023
- b. Performance Indicators Reports by TRAI
- c. Market Study on the Telecom Sector in India by CCI
- d. Indian Telecommunications Industry Analysis by IBEF

- e. Telecom Industry Reports by Mordor Intelligence
- f. Technology Sector in India: Strategic Review - 2024 by nasscom
- g. Labour and Workforce Statistics by India Stat
- h. HRM journals
- i. Organisational behaviour journals
- j. Books related to research and area of the study
- k. Research theses and dissertations related to the field of the study
- l. Conference proceedings
- m. Research magazines
- n. Newspaper articles
- o. Social media and other websites

1.9.2 Sampling Design

1.9.2.1 Population

The study's population comprises 6,034 telecom employees engaged in non-technical roles in Kerala. The survey included telecom personnel, including managers, assistant managers, and administrative officers. The study encompasses both public and private telecom companies in Kerala.

1.9.2.2 Sample Frame

A sample frame is a list or mechanism utilised to delineate a researcher's target population. The total list of the population required for the study was obtained through the employee register maintained by the HR department; the sample frame of the present study consists of a total of 6034 non-technical telecom sector employees.

1.9.2.3 Sample Size Determination

The sample size is decided by using the formula developed by (Krejcie, 1970); it is one of the popular methods for determining the sample size when the population is finite. They used the following formula to determine the sample size.

$$n = \frac{X^2 NP(1 - p)}{d^2(N - 1) + X^2 p(1 - p)}$$

Were,

- n = Sample size required for the study
- X = Value of Z with 95% confidence interval
- N = Population size
- P = Population proportion (50% proportion)
- d = Degree of accuracy/margin of error expressed as the proportion of 0.05

$$n = \frac{1.92^2 * 6034 * 0.5 (1 - 0.5)}{0.05^2(6034 - 1) + 1.96^2 * 0.5 (1 - 0.5)}$$

$$= \frac{5795.0536}{16.0429}$$

$$= 361.223$$

Using Krejcie and Morgan's formula for sample size determination, we calculated 'n' to be 361, the minimum sample size required to accurately represent the population. We selected a total of 404 employees for the study, with 204 from public and 200 from private telecom companies, adhering to the principle of large samples.

The details of the sample selected for the study are presented in Table 1.2

Table 1.2
Sample selected for the study

Company	Administrative officers	Assistant managers	Managers	Total
Public (BSNL)	97	84	23	204
Private (Jio)	90	79	31	200
Total	187	163	54	404

Source: Primary Data

Table 1.2 presents the study's samples from each category of employees across BSNL (public sector) and Jio (private sector). The total number of samples collected for the study is 404; they are grouped according to their job roles. The data shows

that, out of the 204 public sector employees, 97 employees were working as administrative officers, 84 assistant managers, and 23 managers. Out of 200 employees from the private sector, 90 employees are working as administrative officers, 79 assistant managers, and 31 managers. The table provides an idea about the representation of employees from each category.

1.9.2.4 Sampling Technique

Given the finite nature of the population, this study employs a probability sampling technique to ensure a representative sample. Specifically, the cluster sampling method was utilised to survey 404 employees within the telecom sector in Kerala. Cluster sampling is beneficial as it involves dividing the population into distinct geographical units, such as districts or zones, thereby incorporating various regional characteristics. Following this division, simple random sampling is conducted within each cluster, guaranteeing that every individual has an equal chance of selection. This methodology not only facilitates the efficient collection of data but also enhances the generalizability of the findings. By ensuring equal representation of the population, cluster sampling facilitates drawing robust conclusions and making informed generalisations based on the study's results. In the first stage of cluster sampling, Kerala was divided into fourteen clusters based on its districts. From these clusters, six were randomly selected using Microsoft Excel's random number function, namely Trivandrum, Ernakulam, Kozhikode, Kasaragod, Kannur, and Malappuram. The study involves a comparative analysis between public sector and private sector telecom companies; hence, BSNL and Jio were chosen for the study. From each of the selected districts, branches of BSNL and Jio were randomly selected, and the employees from these branches constituted the sample for this study. This approach ensures a comprehensive and representative sample, facilitating a robust comparative analysis across different organisational contexts within the telecom sector.

1.9.3 Tools Used for Data Collection

Primary data were gathered from the respondents using a well-designed questionnaire in accordance with the objective of the study and theoretical models. We ensured proper consultation with the subject experts during the questionnaire

preparation. The questions are organised into four sections. The first section is designed to collect data regarding the demographic and professional details of the respondents; the remaining three sections address the HRM practices, job satisfaction, and organisational commitment of telecom employees. The questionnaire consists of a total of fifteen questions. The instrument employed a 5-point Likert scale for measurement. The respondents are requested to rate their level of agreement on various statements regarding our objectives on a five-point scale, starting from 5 - strongly agree - and ending with 1- strongly disagree - and a neutral point. 3 - Neither agree nor disagree. The instrument includes closed-ended questions. A total of 500 questionnaires were distributed across various clusters; out of that, 404 respondents completed and returned the same, reflecting a response rate of 80.8%.

1.9.4 Pilot Study and Pre-testing

The execution of pre-testing and pilot studies is crucial in research because they facilitate the identification of errors or problems, and they help to improve the quality of our research. Expert-driven pre-tests are done by visiting experts, asking for their opinions, and making necessary changes. Respondent-driven pre-tests are also conducted by visiting employees directly, discussing all questions with them, and updating and removing questions based on their feedback. These helped to overcome errors in question-wording and language and get some additional comments from them. The pilot study is a trial run carried out on a small sample before going to the main data collection. By performing a pilot study, we are made aware of research methods, the feasibility, and the practicability of our research. It also helps to measure the reliability and validity of our instrument. In our research, the pilot study was conducted among 60 telecom sector employees representing both public and private telecom companies in the Malappuram and Kozhikode districts of Kerala. The reliability of instruments is checked by using Cronbach's alpha; the instrument is considered reliable if the statement possesses an alpha value of more than 0.7. The content validity and face validity were also checked by the experts in the field.

1.9.5 Reliability

Table 1.3
Reliability analysis of the pilot study

Constructs	Dimensions	Number of Indicators	Cronbach alpha (α)
Ability-enhancing practices	Training	4	0.783
	Learning	4	0.797
	Performance appraisal	4	0.830
Motivation-enhancing practices	Salary	4	0.808
	Promotion	4	0.774
	Job security	3	0.704
	Reward	3	0.706
Opportunity-enhancing practices	Employee participation	4	0.767
	Teamwork	3	0.773
	Information Sharing	3	0.720
Organisational commitment	Affective commitment	4	0.758
	Normative commitment	4	0.852
	Continuance commitment	4	0.814
Job satisfaction	Task fulfilment satisfaction	4	0.785
	Social support satisfaction	4	0.774

Source: Primary Data

A pre-testing of the questionnaire is performed by using Cronbach's Alpha reliability test to verify the reliability of the questionnaire designed for collecting primary data. The questionnaire was distributed among 60 public and private telecom employees in total, and Cronbach's Alpha for the different sets of questions exceeded the acceptable threshold of 0.70. Thus, it is assumed that the questionnaire is reliable and is eligible to be implemented for the research. Table 1.3 displays the Cronbach's Alpha of the individual variables of the study.

1.9.6 Test of Normality

Normality tests are used to check whether the data gathered for our research originates from a normally distributed population. If it is so, it forms a bell-shaped

curve where the majority of values are gathered around the mean. The normal distribution is also called the Gaussian distribution. Normality is a primary assumption for the use of parametric tests such as t-tests, Analysis of Variance, correlation, regression, etc., in the data analysis. If our data follows a normal distribution, various parametric tests are used for analysis; otherwise, the researcher has to switch to nonparametric analysis techniques for his research. While the data does not follow the normal distribution, the central limit theorem argues that when the sample size is more than 100, the breach of normality is not a substantial concern (Altman & Bland, 1995). The method of assessment of normality falls under two branches. Numerical method (statistical tests are coming under the numerical method) and Graphical method. Among various methods for assessing normality, the popular tests are the Shapiro–Wilk test, Kolmogorov–Smirnov test, skewness, kurtosis, and mean with SD (all coming under statistical) and histogram, box plot, P–P Plot, Q–Q Plot (all coming under graphical method). The Shapiro–Wilk test is better suited for samples under 50; however, it can also accommodate higher sample sizes, whereas the Kolmogorov–Smirnov test is employed for $n \geq 50$. In both tests, the null hypothesis proposes that the data comes from a normally distributed population. Once $P > 0.05$, the null hypothesis is accepted, and the data are considered normally distributed. Skewness or kurtosis (excess) is used by most of the researchers to assess normality; here, the criteria is that if these values are between -1 and $+1$, the distribution is approximately normal. In the case of small ($n < 50$) and moderate sample sizes ($50 \leq n < 300$), a z-test is applied for normality tests using skewness and kurtosis. We calculate the Z value by dividing the skewness values or excess kurtosis value by the respective standard errors. For small sample sizes ($n < 50$), z values of ± 1.96 are adequate to confirm the normality of the data. Yet, medium-sized samples ($50 \leq n < 300$), with an absolute z-value of ± 3.29 , indicate that the sample distribution is normal (Kim, 2013). A histogram is a graphical method; if the graph is shown bell-shaped and symmetric about the mean, let's assume normality. The Q–Q plot contains observed and expected quantiles; the distribution follows normal if they are statistically equal. If a P–P plot forms an approximate straight line, then the distribution is normally distributed. A distribution is considered normal if a box plot exhibits symmetry, with the median line at approximately the centre of the box and with symmetric whiskers (Mishra et al., 2019). In the present research, the researcher

reviewed and ensured that the data followed to a normal distribution before performing parametric tests.

1.9.7 Tools for Analysis of Data

After completing the collection of data, the data were prepared for analysis by editing and coding. The data collected have been analysed by using statistical software, mainly MS Excel, IBM SPSS version 26, and SMART PLS SEM 4. Mathematical tools like mean, median, standard deviation and percentages were employed to describe the primary data gathered. Inferential statistics tests like independent sample t-tests, one-way ANOVA, one-way MANOVA and post hoc tests are utilised to test the proposed hypotheses in accordance with the study goals and objectives. Factor analysis (including Exploratory Factor Analysis and Confirmatory Factor Analysis) was also performed in the study. Smart PLS 4 was utilised for the validation and measurement of the structural model.

Table 1.4
Nutshell of Research Methodology

Methods	Description
Research Design	Descriptive and Analytical
Sources of Data	Primary and Secondary source
Population	Telecom sector employees in Kerala
Sample Frame	6034 Telecom employees working in Kerala
Sampling Technique	Cluster sampling
Sample size Determination	By using (Krejcie, 1970)
Sample Size	Pilot study- 60, Main study -404
Reliability	All variables above 0.7 taken for the study
Instrument for Data Collection	Questionnaire
Scaling Technique	5-Point scale
Tools for Data Analysis	Percentage, Mean, Median, Standard deviation, median split method, Employee satisfaction index, independent sample t-test, Regression, Factor analysis (includes Exploratory Factor Analysis and Confirmatory Factor Analysis), One-way ANOVA, One-way MANOVA and Post hoc test

Source: Primary Data

1.9.8 Variables Used in the Study

A. Demographic and Professional Variables

The demographic variables include age, gender, educational qualifications, marital status, area of living, and professional variables, such as company, job title, work experience, work mode, job timing, contractual obligations with the company, performance target, etc.

B. HRM practices

HRM comprehend all of the activities related to the administration of employees working in an organisation. The present study identified ten practices in the Telecom sector in Kerala that are classified into three heads under the AMO framework, namely;

- i. Ability-enhancing practices
- ii. Motivation-enhancing practices
- iii. Opportunity-enhancing practices

The variables under these three heads are discussed in the following tables,

Table 1.5
Variables of Ability-enhancing practices

Variables	Indicators	Literature support
Training	The organisation identifies training needs periodically.	(Al-Refaie, 2015; Noe et al., 2014; Pattnaik & Sahoo, 2020)
	Training needs assessment is based on inputs from performance appraisal.	
	Training programs are in tune with the needs of the employees and the organisation.	
	Employee's skills and knowledge are continuously updated through training.	
Learning	I was given the opportunity to study different work methods.	(Nikolova et al., 2014)

Variables	Indicators	Literature support
	I can try different work methods even if they do not deliver useful results.	
	I am offered sufficient time to find out how to conduct tasks more efficiently.	
	My colleagues advise me if I don't know how to conduct a certain task.	
Performance appraisal	The organisation periodically conducts performance appraisals.	(Jacobs et al., 1980 ; Latham et al., 2007)
	The performance appraisal process of the organisation is fair and objective.	
	Every employee is provided with performance feedback and counselling for performance improvement.	
	Employees are well informed about the organisation's performance appraisal process.	

Source: Primary Data

Table 1.6

Variables of Motivation-enhancing practices

Variables	Indicators	Literature support
Salary	Competency-based compensation practices are used in the organisation.	(Devanna et al., 1999; Gerhart & Feng, 2021; Sisson, 2010)
	Salary and other benefits are commensurate with the employee's skills, knowledge, etc.	
	Salary and other benefits are at par with other organisations in the market.	
	In this organisation, the possibility of my current salary being increased is very large.	
Promotion	Promotion in this organisation is based on seniority and merit.	(Demo et al., 2012; Derek Weng, 2018)
	My position in the organisation is ideal.	

Variables	Indicators	Literature support
	My promotion speed in the present organisation is fast.	
	The probability of being promoted in my present organisation is high.	
Job security	Employees in this job can be expected to stay with this organisation for as long as they wish.	(Delery & Doty, 1996; Martin et al., n.d.)
	Job security is almost guaranteed to employees in this job.	
	More secure than most of the job	
Rewards	The organisation gives incentives in the form of awards, bonuses, perquisites, etc.	(De Gieter et al., 2008; Saura & Gómez-Mejía, 1996)
	Receive bonuses based on the profit of the organisation.	
	The organisation matches my pay to my individual or group performance	

Source: Primary Data

Table 1.7

Variables of Opportunity-enhancing practices

Variables	Indicators	Literature support
Employee participation	Employees in this job are often asked by their supervisor to participate in decisions.	(Delery & Doty, 1996; Gürbüz, 2009)
	Individuals in this job are allowed to make decisions.	
	Employees are provided the opportunity to suggest improvements in the way things are done.	
	Supervisors keep open communications with employees in this job.	
Teamwork	There is a team effort in my organisation	(Hebles et al., 2022; Mesmer-Magnus & DeChurch, 2009)
	I feel I am a part of a team in my organisation.	

Variables	Indicators	Literature support
	I prefer to work in a team rather than alone.	
Information Sharing	There is adequate information sharing in my organisation.	(Battistelli et al., 2019; Mesmer-Magnus & DeChurch, 2009)
	I am properly updated about the changes in my organisation.	
	I am well-informed about the rules and procedures of my organisation.	

C. Job satisfaction

The job satisfaction of employees in the telecom sector in Kerala is studied under two dimensions, namely:

- a. Task fulfilment satisfaction
- b. Social support satisfaction

Table 1.8
Variables of Job satisfaction

Variables	Indicators	Literature support
Task fulfilment satisfaction	I feel greater meaning and satisfaction in my work	(Spector, 1997; Cook, 1981)
	I enjoy the tasks and activities at work.	
	I feel much pride in my job and working conditions.	
	My job feels like a hobby to me.	
Social support satisfaction	The chance to help each other while at work	(Spector, 1997; Hackman, 1974; Cook, 1981)
	I strive to put in extra effort to ensure success and support my colleagues in their roles.	
	There is a more supportive and cooperative environment.	
	I enjoy my co-workers.	

Source: Primary Data

D. Organisational commitment

The organisational commitment of employees prevailing in the telecom sector is studied as one of the major objectives of the research. For measuring organisational commitment, (Meyer & Allen, 1991) three-component model of organisational commitment is considered. The three levels of organisational commitment are

- i. Affective commitment
- ii. Normative commitment
- iii. Continuance commitment

Table 1.9

Variables of Organisational Commitment

Variables	Indicators	Literature support
Affective commitment	I would be very happy to spend the rest of my career with this organisation.	(Meyer & Allen, 1991)
	I really feel as if this organisation's problems are my own.	
	I feel like a "part of the family" at my organisation.	
	I feel a strong sense of belonging to my organisation.	
Normative commitment	I feel an obligation to remain with my current employer.	(Meyer & Allen, 1991)
	It's not right to leave now, even if it's beneficial for me.	
	This organisation deserves my loyalty.	
	I would not leave my organisation right now because I have a sense of obligation to the people.	
Continuance commitment	Too much in my life would be disrupted if I decided to leave my organisation now.	(Meyer & Allen, 1991)
	Right now, staying with my organisation is a matter of necessity as much as desire.	

Variables	Indicators	Literature support
	A few alternatives would be available if I left this organisation.	
	I stay with this organisation because leaving would be a personal sacrifice, and I would lose benefits.	

Source: Primary Data

1.9.9 Period of the Study

The study spans from 18th December 2018 to 18th December 2024. The pilot study was executed for three months, from January to March 2022. Primary data collection happened from July 2022 to January 2023, lasting seven months.

1.10 Limitations of the Study

The limitations encountered during the present study are listed below:

- As the researcher is conducting this study for academic purposes, there is a limitation in incorporating all the variables in the study.
- The study focused solely on the impact of HRM practices despite the possibility of the influence of several situational and personal factors on employees' attitudes and behaviours.
- This study only examines selected private-sector telecom companies. This study does not take into account all companies within the industry.
- The telecom sector comprises a wide variety of employment categories; however, this study only focusing on non-technical employees specifically Managers, Assistant Managers and Administrative Officers.
- Sampling bias may have affected the present study, potentially leading to unrepresentative or skewed conclusions.

1.11 Chapter Scheme

The entire study is presented in ten chapters, as presented below.

Chapter 1: Introduction

The first chapter serves as a preface to the research work, providing a brief overview of human resource management, HRM practices, job satisfaction, organisational commitment, and the telecom sector in Kerala. This chapter also covers the research problem, significance of the study, scope of the study, objectives of the study, hypotheses formulated for the study, research methodology adopted by the researcher, conceptual model, and limitations of the study.

Chapter 2: Review of literature

The second chapter explores relevant studies conducted by earlier researchers with the aim of pinpointing the research gap of the study. The literature review encompasses studies conducted in the area of human resource management practices, organisational commitment, job satisfaction, and the telecom sector. This chapter further contains the research gap identified by the researcher.

Chapter 3: Theoretical Overview of HRM Practices, Organisational Commitment and Job Satisfaction

The third chapter deals with the theoretical overview and conceptual aspects regarding HRM practices, job satisfaction, and organisational commitment. This chapter also discusses an overview of the telecom sector.

Chapter 4: Effectiveness of HRM Practices in the Telecom Sector

The fourth chapter contains two parts. The first part deals with the details of the demographic and professional profile of Telecom sector employees, while the second part discusses the analysis of the effectiveness of human resource management practices in the Telecom sector in Kerala.

Chapter 5: Job satisfaction of Telecom employees

Chapter five of the thesis presents the findings and interpretation of data analysis concerning the job satisfaction of employees in the telecom sector.

Chapter 6: Organisational commitment of Telecom employees

The sixth chapter, titled 'Organisational Commitment of Telecom Employees,' presents the results of the analysis and interpretations of telecom employees' commitment to their organisation.

Chapter 7: HRM Practices: A Catalyst for Organisational Commitment and Job Satisfaction in the Telecom Sector

Chapter Seven presents the findings and interpretations of the relationship analysis among HRM practices, organisational commitment, and job satisfaction within the telecom industry; it encompasses the examination of the proposed research model of the study.

Chapter 8: A Comparative Analysis of HRM Practices and Their Impact on Organisational Commitment Mediated by Job Satisfaction in Public and Private Telecom Companies: A Multigroup Analysis

The eighth chapter examines the comparative interactions between public and private sector employees concerning HRM practices, organisational commitment, and job satisfaction. These results are based on multi-group analysis.

Chapter 9: Summary, findings, and conclusions

This chapter presents a summary of the entire research, key findings related to the investigation and conclusions.

Chapter 10: Recommendations

This chapter discusses the recommendations based on the study and scope for further research in detail.

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CHAPTER 2

REVIEW OF LITERATURE

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2.1 Introduction

The chapter provides a concise overview of the previous research studies that were reviewed for this study. It examined research articles from various publications, theses, dissertations, and working papers presented at summits to gain valuable insights into the subject at hand. The literature review offered assistance at different phases of the present study while also investigating the research gap. The chapter is segmented into four distinct sections:

- HRM practices
- Organisational Commitment
- Job satisfaction
- Telecom sector

This section reviews earlier studies conducted in the field of human resource management. Summarised are conceptual studies, empirical research, relationship studies, and studies on the relationship between HRM practices and organisational commitment, HRM and job satisfaction, etc.

2.2 Human Resources Management (HRM) practices

Human resources are crucial for attaining a competitive edge due to their ability to transform other resources, such as money, machinery, processes, and materials, into output in the form of products or services. While competitors can replicate resources such as technology and capital, human resources are inherently distinct and cannot be easily duplicated (**Tiwari et al., 2012**). Multiple researchers have observed that managing individuals is more challenging than managing technology or money (**Barney, 1991**). However, companies that have mastered the art of properly managing their human resources will maintain a competitive advantage over others for an extended period. This is because the process of obtaining and

deploying human resources is complex and time-consuming (**Wright & Kehoe, 2008**).

Years ago, Guest introduced HRM as an innovation (**Guest, 1987**). He introduced HRM as an innovative methodology for human management, highlighting its strategic significance, enhanced alignment with company objectives, engagement of line management, and emphasis on HRM outcomes such as commitment, flexibility, and quality. These human resource outcomes were anticipated to yield favourable organisational results, such as elevated work performance, reduced turnover, minimal absenteeism, and enhanced cost-effectiveness through optimal personnel usage, now referred to as human resources. Upon analysing the content of 104 empirical publications, the authors (**Boselie et al., 2005**) find that the three most frequently utilised theories are contingency theory, the resource-based view (RBV), and the AMO framework. Contingency theory and the Resource-Based View (RBV) operate at the organisational level. At the same time, the AMO framework emphasises the significance of individual-level variables, including employees' abilities (A), motivation (M), and opportunities for participation (O). These three theories represent distinct traditions in HRM study. Contingency theory and the Resource-Based View (RBV) concentrate on analysing Human Resource Management (HRM) at the organisational level, primarily regarding its performance implications from a commercial standpoint, whereas the Ability-Motivation-Opportunity (AMO) framework is rooted in industrial/ organisational psychology and represents a well-established tradition.

Sound HRM systems are essential for effective human resource management. HRM is a unique approach to employment management that aims to gain a competitive edge by deploying a trained and committed workforce utilising various strategies (**Storey, 1995**). Human Resource Management (HRM) can enhance organisational behaviour by fostering staff dedication, competency, and flexibility, resulting in increased staff performance (**Koch & McGrath, 1996**). To establish a robust HRM system, the organisation must use efficient Human Resource Management practices. HRM practices encompass the actions taken by an

organisation to effectively manage its workforce and ensure that employees are utilised to achieve organisational objectives (**Schuler & Jackson, 1987**). HRM practices might vary between organisations and across countries.

Studies have examined the correlation between employee satisfaction with HR policies and organisational commitment among three employee groups: professionals, line managers, and workers (**Kinnie et al., 2005**). The various groups exhibit distinct levels of satisfaction with HR processes, which affects their commitment differently. The HR practices that impact managers' commitment are career opportunities, rewards and recognition, engagement, communication, and work-life balance. Performance appraisal, rewards and recognition, involvement, communication, transparency, and work-life balance influence professional commitment, whereas employee commitment is affected by rewards and recognition, communication, transparency, and work-life balance. The study indicates that certain practices, such as rewards and recognition, communication, and work-life balance, positively impact the commitment of all employee groups; conversely, training, performance-related pay, and teamwork do not affect all employee categories.

Another study results have demonstrated that employees' perceptions of high-performance HR practices at the job group level are positively correlated with all dependent variables, with affective organisational commitment partially mediating the relationship between HR practice perceptions and organisational citizenship behaviour and fully mediating the relationship between HR practice perceptions and intent to remain with the organisation (**Kehoe & Wright, 2010**). Human resource management's top priorities are maximising employee performance, guaranteeing job happiness, lowering stress at work, and decreasing job instability. A common feature of the modern workplace is stress, and the Indian worker is also experiencing a rise in job instability. A recent study looked at how psychological capital affects employee performance, stress, work satisfaction, and job insecurity (**Sen et al., 2024**). Additionally, it looked at the ecological validity of the psychological capital construct concerning job satisfaction and employee performance in the Indian sociocultural system. A sample of 300 workers from private sector telecom and life insurance

companies participated in this study. The results showed that psychological capital is negatively correlated with stress and job insecurity but positively correlated with employee performance and job happiness.

According to evidence, HRM can impact employees' organisational behaviour, which in turn guarantees the accomplishment of company goals (**Nishii & Wright, 2007**). HRM concentrates on enhancing and optimising the performance of the many strategic business divisions following the company's goals. At its core, HRM works to empower employees for long-term organisational Commitment (OC) by identifying the need for skill acquisition in addition to mentoring them. As they attempt to integrate a variety of administrative procedures and systems, workplace diversity has presented a barrier for both local large-scale businesses and multinational corporations (**Legge & Storey, 1995**).

HR procedures are essential for providing staff with effective training, boosting their motivation through alluring incentive schemes, and reiterating the enrolment and selection procedure. Organisations have been forced to adopt HR practices by the forces of global competition. Scholars have shown that HRM improves business performance, which in turn causes OC (**Naz et al., 2016**). Previous studies have established a framework for evaluating the impact and confirmed the connection between HR practices and company performance. Any organisation's HR procedures must guarantee the commissioning of skilled and productive workers who further make a substantial contribution to the expansion of the business. The connection between employees and businesses is eventually significantly impacted by implementing such methods (**Koster, 2011**). In light of shared trust and responsibilities, HR policies help businesses and employees establish sustainable exchange relationships. This is the main tenet of this study, sometimes called "social exchange theory." Employees provide their services to companies in return for perks and other advantages that the companies provide (**Koster, 2011**). The accomplishments and working capacity of the staff determine their perception of job satisfaction (**Paşaoğlu, 2015**).

A recent study aimed to examine how perceived human resource management (HRM) practices influence nurses' involvement, focusing specifically on the roles of psychological availability and psychological safety (**Jose et al., 2024**). Findings demonstrated a substantial positive correlation between HRM strategies and employee engagement. The mediating roles of psychological safety and psychological availability were also validated. The study affirmed that HRM practices influenced employee engagement via psychological safety and psychological availability, hence validating serial mediation.

The productivity of each worker inside an organisation dictates its overall efficacy. The research examined the correlation between human resource management (HRM) practices and organisational effectiveness, with employee performance serving as a mediating variable (**Otoo, 2024**). Their findings indicated a significant correlation between career planning and employee success. Self-managed teams and employee performance were shown to be insignificantly correlated. Likewise, performance management and employee performance were demonstrated to have a nonsignificant relationship. Employee performance substantially impacted organisational efficacy. The findings suggested that employee performance mediates the relationship between HRM practices and organisational effectiveness. The study's findings will provide essential guidance for policy administration in adopting, designing, and implementing well-defined and proactive HRM practices to enhance officers' abilities, skills, knowledge, and motivation, thereby significantly improving the service's effectiveness.

Nowadays, most service organisations attempt to establish and maintain competitive edges by evaluating the processes that lead to quality management, as the growth of the service sector in emerging regions is a critical concern (**Shabbir et al., 2016**). According to research, customer happiness, employee loyalty, and customer loyalty can lead to higher service quality (**Lytras & Pablos, 2008**). For developing countries' service industries to flourish, they urgently need to adopt and adhere to sound HR practices, which call for dedicated and contented workers. Additionally, an employee's high OC indicates that good HRM strategies can be used in any workplace

to strengthen the connections between employee and corporate objectives. An HRM system's intangible result is the commitment to the organisation, which is crucial for keeping staff members and maximising their potential over time (**Ahmad & Schroeder, 2003**).

2.2.1 Types of HRM Practices

Numerous studies on HRM practices have been carried out on occasion, and the researchers have given different labels to these practices. Researchers refer to different sets of HRM practices influenced by the HRM profession in different ways. These practices are referred to as "formal", "sophisticated", or "best practice." (**Tiwari et al., 2012**). According to Pfeffer (**Pfeffer, 1998**), "Best HRM Practices" is the most applicable word.

However, it is argued that a persistent challenge in HRM research is whether there exists a singular collection of policies or practices that can be considered a generally superior approach to managing people (**Chandler & McEvoy, 2000**). Best practices theories or high commitment theories propose that particular HRM activities, either individually or in combination, are universally linked to enhanced organisational success. Studies have also discovered that well-compensated and highly motivated employees, operating in an environment characterised by mutual respect and trust, provide greater increases in productivity and reduced per-unit costs (**Boxall, 1996**).

Various scholars have made multiple attempts to determine the specific human resource management strategies in various sectors. A researcher initially selected 16 practices that are considered to be the best practice (**Pfeffer, 1998**). Subsequently, the following seven practices were further improved:" 1. Employment security 2. Selective hiring 3. Self-managed teams/team working 4. High compensation contingent on organisational performance 5. Extensive training 6. Reduction in status difference 7. Sharing information". Some researchers conducted a study where they identified a set of important practices, referred to as an 'HRM package', that support the quality strategies of service organisations (**Redman & Mathews, 1998**). In a study, they investigated the Human Resource Management (HRM) practices

employed by prominent IT companies in India, including TATA, Infosys, and Wipro (**Saxena & Tiwari, 2009**). The researchers created the 3cTER Framework for HRM practices and determined that Training and Development, Employer-Employee Relations, Recognition through Rewards, Culture building, Career Development, Compensation and Benefits are significant HRM practices.

The strategy of human resource management (HRM) is crucial to the success of the business since the multifaceted nature of HR practice enables businesses to achieve both corporate and personal goals. According to Noe, Hollenbeck, Gerhart, and Wright (2007), firms must prioritise developing a long-lasting edge or domination to gain a competitive advantage that will last. According to research, HRM can impact employees' organisational behaviour, which in turn guarantees the accomplishment of company goals (**Nishii & Wright, 2007**). HRM concentrates on enhancing and optimising the performance of the many strategic business divisions following the company's goals. At its core, HRM works to empower employees for long-term organisational Commitment (OC) by identifying the need for skill acquisition in addition to mentoring them (**Storey, 1995**).

2.2.2 The AMO Model

The pathbreaking contribution in the field was the introduction of the AMO model. The AMO framework, introduced in 2000 by Appelbaum, Bailey, Berg, and Kalleberg and further developed by Boxall and Purcell in 2003, has gained widespread acceptance in understanding the connection between human resources management and performance. Indeed, many publications published after 2000 that investigate the connection between HRM and performance employ this theoretical framework, whether directly or indirectly stated.

Figure 2.1
AMO Model



Source: Model Appelbaum et al., 2000

The Model consists of fundamental psychological concepts associated with three systems that influence individual traits: ensuring employees possess the requisite abilities, motivating them to improve discretionary behaviour, and empowering them to achieve organisational objectives (**Kroon et al., 2013**). The ability dimension is typically characterised by the abbreviation KSA, which stands for knowledge, skills, and abilities (**Fu et al., 2013**). Consequently, ability-enhancing activities seek to enhance those three elements. These methods include personnel recruitment methodologies and structured training (**Kroon et al., 2013**). Motivation pertains to an employee's inclination to perform, which extrinsic or intrinsic factors can augment. Incentives and career prospects serve as examples of approaches that enhance motivation (**Raidén et al., 2006**). The AMO model also incorporates the opportunity component, grounded in job design theories and empowerment literature (**Marin-Garcia & Tomas, 2016**). Thus, opportunity encompasses both personal attributes and the workplace context. Practices that enhance the opportunity dimension include quality circles and teamwork.

High-performance work systems are intended to enhance organisational performance positively. Nonetheless, there is no consensus on elucidating the mechanisms of these systems, and numerous studies have been undertaken to clarify this matter. Since its inception, the AMO architecture has been extensively acknowledged for elucidating the HRM-performance connection, with the majority of articles on the subject including it in the theoretical framework section. The Model indicates that employees exhibit high performance when they possess the requisite skills and sufficient motivation and their employers offer opportunities for participation.

Prior studies focused on the effects of HR practices at the company level, but they did not adequately address the effects at the individual level (**Guchait & Cho, 2010**). Researchers have not focused much on examining how individual workers view the sustainability of an organisation's human resources operations (**Boselie & Van Der Wiele, 2002**). The OC is composed of three elements: obligation, need, and desire. These elements indicate three different commitments: normative, continuity, and affective commitment, which are used to keep one's job in the company (**Allen & Meyer, 1990**). Additionally, prior studies have examined the effects of HRM at the firm level, with revenue, turnover, and profitability as the outcomes (**Guchait & Cho, 2010**). However, only a small number of studies have focused on how HR practices affect the mental health of individual employees, such as OC (**Guchait & Cho, 2010; Hemdi & Nasurdin, 2006**).

2.2.3 HRM Practices in the Telecom Sector

The study has revealed that HRM practices, specifically salary and career planning, have a positive and statistically significant impact on employee commitment in Pakistan's telecom sector. This study suggests that the targeted telecommunications business can enhance employee commitment and effectiveness by optimising HRM processes (**Razzaq et al., 2017**). The results demonstrated that recruitment and selection, training and development, performance management, and the reward system positively and significantly influence the performance of the telecommunications business in Kenya. The human resource management policy

significantly moderates the relationship between human resource management practices and the performance of the telecommunications business in Kenya (**Rukumba, 2021**). The research indicated that HRM activities, including training and development, compensation and rewards, and the minimisation of absenteeism, are essential for improving employee retention and organisational economic performance. Their findings also confirmed the mediating influence of staff retention. Its conclusions benefit strategists seeking to employ HR techniques to improve organisational and economic performance (**Muthuswamy, 2023**).

Studies have shown that the telecom business is very proficient and effective in retaining employees (**Haider et al., 2015**). It is fostering a culture that aids in employee retention at all levels. Training and development is a process aimed at enhancing employee expertise to improve performance. Training and development are essential for enhancing effectiveness and keeping critical staff. Employees exhibit loyalty to their employer when the employer demonstrates commitment and support for their long-term professional advancement. Employees enter the organisation with certain wants, aspirations, and competencies, anticipating an environment that enables them to utilise and develop their abilities while fulfilling many of their demands. Employees believe that the training and development requirements of personnel are inadequately addressed. A study highlighted that the HRD atmosphere in the private sector telecom industry presents significant opportunities for enhancement (**Al-Kahtani & Khan, 2014**). Their findings indicated that employee performance is unaffected by the variables of work-life quality, welfare measures, organisational development, training and development, performance appraisal and rewards, and participative management.

The functional activities of human resource management, including leadership and facilitation of change, team and group dynamics, employee engagement, and administrative tasks, exhibit a favourable correlation with human resource management practices at firms under the Vietnam Post and Telecommunications Group (**Pham, 2020**). Furthermore, the calibre of human resources, their behaviours, and management practices positively influence the competitive advantage of human

resources inside the Vietnam Post and Telecommunications Group firms. Moreover, human resource management techniques positively influence firms' business performance under the Vietnam Post and Telecommunications Group. The prominent HRD practices that garnered positive feedback from respondents included Quality of Work Life and Welfare Measures, Organizational Development, Training and Development, Rewards, and Participative Management (**Al-Kahtani & Khan, 2013**). The telecom industry may observe discernible enhancements if these procedures are sustained and improved following the evolving global telecommunications landscape. Research has shown that results-oriented appraisals, training, job descriptions, and employment security greatly affect employees' intention to depart from an organisation, although internal career opportunities do not (**Sinniah & Kamil, 2017**).

One of the studies analysing the role of HR practices on organisational commitment in the telecom sector posited and identified positive correlations between employees' evaluations of effective HR procedures, enhanced organisational commitment, and elevated job satisfaction levels (**Jawaad et al., 2019**). The high commitment HR practices for recruitment and selection, rewards and recognition, and work environment favourably correlated with the organisational commitment levels of the respondents. According to them, it is inferred that practitioners should prioritise the effective implementation of HR practices, rules, and procedures, as these activities foster favourable work attitudes among the workforce.

2.3 Organisational Commitment

More recently, scholars and practitioners have paid close attention to organisational commitment (OC). Due to its crucial impact on the relationship between employee performance and organisational work environment, OC is often discussed in the literature on organisational behaviours. According to evidence, employee commitment is a factor that links workers to the company and contributes to its success (**Yahaya & Ebrahim, 2016**). The literature has shown a lack of consistency in the definition of commitment, which has caused misunderstandings about the actual meaning of OC (**Yahaya & Ebrahim, 2016**). scholars defined OC as a confluence of three mental factors: first, a strong desire to remain in an association

(dependability); second, a willingness to put in a lot of effort toward authoritative, objective achievement (contribution); and third, a commitment and recognition of the firm's hierarchical objectives (**Porter et al., 1974**). In other contexts, six methods of interpreting the phenomenon of OC were identified: instrumental, standardising, effective, social, conduct, and affiliate.

Studies have proven that increased employee commitment results from the organisation's adoption of HRM strategies. Researchers looked at the variables influencing organisational commitment among staff members at two Dutch universities with disparate academic identities (**Smeenk et al., 2006**). Data analysis shows that participation, social connections, and work level are significant determinants in both faculties. OC is one metric or benchmark that verifies if HR procedures in businesses can foster mental connections between businesses and the goals of their employees (**Şendoğdu et al., 2013**). According to evidence, strategic HRM represents the organisation's strategies and should be in line with HR practices (**Tang et al., 2015**). To secure the value of businesses, scholars declared that organisations are being impacted by technology and the "Internet of Things" in the modern-day (**Bresciani et al., 2018**).

It looks at how HR practices affected the organisational commitment of permanent employees and their intention to stay (**Chew & Chan, 2008**). They discovered that factors such as person-organisation fit, compensation, recognition, and the chance to take on challenging work assignments positively impacted organisational commitment. Reward recognition, career advancement, training, and person-organisation fit all have a big impact on employees' intentions to stay. Additionally, he discovered that tough tasks had no discernible relationship to the intention to stay and that career development and training had no discernible relationship to organisational commitment.

Research on workplace commitment has identified various varieties, including involvement, Commitment, engagement, and attachment (**Martin & Roodt, 2008**). This topic has been extensively studied and has been the focus of multiple empirical investigations as both a result and a precursor to other work-related factors. This

sufficiently demonstrates a correlation between devotion and employment outcomes (**Buitendach & De Witte, 2005**). It examines organisational commitment as a psychological bond between employees and their organisation. It is a relationship that exists between employees and their organisation (**Allen & Meyer, 1990**). This link and connection quantitatively assess the degree of an employee's attachment to the organisation (**Stup, 2007**). In this setting, employees align their requirements with those of the organisation and are prepared to contribute to the achievement of organisational objectives. Organisational commitment includes employee loyalty and both implicit and explicit affiliation with organisational values (**Passarelli, 2011**). This concept is further corroborated by other scholars (**Feinstein et al., 2006; Paulin et al., 2006**), who define organisational commitment as occurring when individuals align themselves with the organisation and endeavour to achieve its objectives and ideals.

Organisational commitment can be further characterised as a comprehensive construct that entails diligent effort and active participation in the organisation's activities (**Passarelli, 2011**). Further, it notably correlates with organisational commitment, which has a significant propensity for sharing and making sacrifices. Consequently, the organisation's total performance is a product of the personal sacrifices and selflessness exhibited by dedicated individuals who exceed standard expectations (**Stander & Rothmann, 2008**). By taking into account the mediating roles of work satisfaction, organisational commitment, and social media use in public organisations, another study sought to examine the impact of transformational leadership on employee performance (**Ariyanti & Sawitri, 2024**). The study's findings demonstrated that, while social media use is unaffected, transformational leadership significantly and favourably affects employee performance, job satisfaction, and organisational commitment. Social media use, organisational commitment, and work happiness all function as mediators in the relationship between transformative leadership and employee performance, even though they do not directly affect it. Additionally, it is also found that job satisfaction is positively and directly impacted by transformational leadership actions.

According to research, companies can increase employee engagement by using motivation, rewards, and correspondence (**Agarwala, 2003**). The management must constantly keep an eye on employee morale since high levels of commitment from employees provide positive organisational outcomes. Research suggests that employee dedication boosts organisational performance and results in employee advancement. According to evidence, the goal of optimal HR practices is to guide employees' behaviour and thinking toward achieving the organisation's competitive advantage (**Hiltrop, 1996**).

Scholars have called for more research on the connection between OC and HR practices (**Agarwala, 2003**). Developing and implementing well-thought-out HR procedures are always greatly aided by the workers or HR managers of the companies. According to a study which took perceived organisational value into account as a mediating variable, employees who work with chief HR officers who possess high levels of human capital are more likely to be committed to HR and have a positive influence on the managers' behaviour and Commitment (**Oh et al., 2017**). Furthermore, a strong and substantial relationship between OC and employee job satisfaction was found with high-commitment HR policies, such as opportunities for training and feedback (**Mackay, 2018**). To adopt a more comprehensive approach, the impact of HR practices on OC necessitates considering several HR practice components (each unique component of HR practice needs to be investigated separately) to better understand OC (**Juhdi et al., 2013**).

A recent study investigated the relationships among leadership behaviours, organisational commitment, occupational stress, and organisational citizenship behaviours (OCBs) within the libraries of Vietnamese private business schools (**Tran, 2024**). Their research also aimed to examine the mediating effects of organisational commitment and occupational stress on the relationship between leadership behaviours and organisational citizenship behaviours (OCBs). The results indicated that leadership dimensions substantially affect organisational citizenship behaviours (OCBs), with organisational commitment serving as a mediating factor in the connection between relationship-oriented leadership behaviour (ROL) and OCBs.

Their findings demonstrate that two forms of leadership behaviour substantially influence employee citizenship behaviours. Organisations could also allocate chances for employees to engage in citizenship behaviours by developing interventions that foster organisational commitment.

Another research examined the interrelated dynamics of factors influencing employee retention, including organisational commitment, work embeddedness, and hardiness, alongside resilience-related behaviours such as resilience and career flexibility (**Mujajati et al., 2024**). Their findings indicate substantial correlations between organisational commitment, job embeddedness, and hardiness (as traits related to retention) and resilience and career flexibility (as behavioural abilities associated with resilience). These interactions formed the foundation for the establishment of a resilience framework for employees in South African private enterprises.

A study investigated the correlation between aspects of organisational commitment and inclinations to engage in moonlighting (**Sai Manogna & Swamy, 2024**). The study utilised a sample of 189 educators from several higher educational institutions (HEIs) and applied Structural Equation Modelling (SEM) to investigate the influence of aspects of organisational commitment (affective, continuity, normative) on moonlighting intentions. The study's findings revealed an inverse correlation between dimensions of organisational Commitment and moonlighting intentions, indicating that higher education institutions can mitigate moonlighting intentions among faculty by cultivating a positive work environment that enhances organisational commitment. Their study's findings indicated that enhancing employees' affective and normative commitments reduces their propensity to engage in moonlighting. The study emphasised the significance of comprehending the antecedents of moonlighting intents, as this knowledge can assist organisations in formulating rules and procedures that mitigate the probability of employee moonlighting.

A recent study aimed to analyse organisational commitment, driven by motivation and training, with job satisfaction and performance serving as mediators.

The study concluded that the impact of organisational commitment is directly affected by motivation, performance, and job satisfaction but not by the training obtained. Employee job satisfaction is affected by motivation and training. Employee performance may be affected by incentives and training. The indirect effect on organisational commitment is mediated by motivation via work satisfaction and performance, while training does not affect organisational commitment through performance. Performance may be a mediator variable between motivation and organisational commitment. Gender as a demographic variable significantly influences the commitment of employees (**Van Dyne & Ang, 1998**), and the conclusions of Kaldenberg state that older employees are more committed than their younger counterparts (**Kaldenberg et al., 1995**). A study examined the impact of human capital development, employee coaching, and career support on organisational commitment among employees at Union Bank Plc, Lagos, Nigeria (**Okeke & Elegbede, 2024**). The research indicated that human capital development and employee coaching do not have a significant impact on organisational commitment. Employees' career growth strongly influences organisational commitment. The study recommended that bank management should invest sufficiently in developing human capital to enhance skills and competencies in operations while also converting employees to full-time or permanent status to demonstrate investment in their development and concern for their stability, thereby increasing organisational commitment.

Previous literature has varied opinions on the commitment levels of employees in public and private companies. Boyne and Lyons concluded that private-sector employees are more committed than their public-sector counterparts (**Boyne, 2002**). On the contrary, Perry's findings indicate that public sector employees are more committed (**Perry, 2004**). Cho and Lee claimed that there are no sector differences in organisational commitment (**Cho & Lee, 2001**), while Markovits opined similarly, stating that differences in commitment are due to other factors, rather than sector differences (**Markovits et al., 2010**).

2.3.1 Three distinct components of commitment

The theory of organisational commitment, as articulated by (Allen & Meyer, 1990), comprises three components: affective commitment (emotional attachment to one's job), continuance commitment (apprehension regarding loss), and normative commitment (sense of duty to remain). From an attachment perspective, it can be said that affective commitment reflects the strength of the relationship, continuance commitment reflects duration, and normative commitment reflects responsibility (Morgan, 2012). It is argued that people stay in an organisation either because they want to (affective commitment) because they have to (continuance commitment), or because they ought to (normative commitment).

Figure 2.2

Types of Organisational Commitment



Source: Model Allen&Meyer, 1990

It is found that affective, continuance, and normative commitment are components rather than types, as employees may exhibit varied degrees of all three (Allen & Meyer, 1990). They contended that an employee might feel compelled to stay with the organisation while simultaneously experiencing a profound attachment to the organisation. Another instance is that an employee may feel financially constrained to go from an engagement with the organisation while simultaneously deriving satisfaction from employment inside it. Finally, a third employee might

embody all facets of devotion by undergoing a significant desire, necessity, and obligation to stay with the current employer (**Allen & Meyer, 1990**).

An employee's profound emotional commitment to an organisation is attributed to their affection for their job. This is experienced by individuals who align themselves with the goals and values of their organisation and who sincerely desire to be part of it. Researchers assert that the attraction–attrition model posits that shared values and objectives between employees and the organisation are the primary factors influencing employee attraction and retention within the organisation (**Greguras & Diefendorff, 2009**).

2.3.1.1 Affective Commitment

Affective commitment is associated with employees who embody values such as loyalty, identity, and engagement in their organisation (**Robbins, 2009**). Affective commitment is felt by emotionally invested personnel who perceive alignment between their objectives and those of the organisation. This empowers individuals with an affective commitment to exert additional effort in organisational activities (**Van Straaten Theron & Dodd, 2011**). Affective commitment is characterised by the development of an employee's job satisfaction. Valuable talents are cultivated when an individual can engage in a fulfilling occupation (**Coetzee et al., 2007**). Employees who derive pleasure from their work are likely to experience positive emotions and, consequently, job satisfaction. Their heightened job satisfaction is likely to enhance the sense of affective commitment.

2.3.1.2 Continuance commitment

Continuance commitment describes the emotional involvement in an organisation. These investments may encompass time, non-transferable skills, effort, and contributions. As individuals spend more time within their organisation, their potential losses increase (**Ferreira et al., 2010**). Continuance commitment refers to the perceived costs associated with departing from the organisation (**Allen & Meyer, 1990**). The authors assert that employees frequently recognise the costs, risks, and other factors associated with their departure from the organisation. Employees must

inevitably make very considered decisions in this context. Consequently, continuance commitment is exhibited by employees who continue with a certain organisation not because of desire but due to the financial compensation accrued from their tenure within the organisation. This contrasts with affective commitment when individuals stay with an organisation due to their desire to do so and their familiarity with the organisation and its Fundamental tenets. Scholars define continuance commitment as an evaluation of the perceived economic benefits of staying with the organisation versus those of departing from it (**Van Straaten Theron & Dodd, 2011**).

2.3.1.3 Normative Commitment

Normative commitment constitutes the third component of organisational commitment and signifies a sense of obligation to remain with an organisation due to external influences. However, an alternative perspective is that normative commitment constitutes a moral obligation to persist with the organisation for ethical considerations (**Van Straaten Theron & Dodd, 2011**). Normative commitment can be defined as a sense of obligation to persist in employment with a particular organisation (**Allen & Meyer, 1990**). The internalised concept of duty and commitment enables employees to maintain valued membership within a particular organisation. The normative component is perceived as the obligation that individuals deem morally acceptable concerning their ongoing affiliation with a certain organisation. This is regardless of the extent of status enhancement or satisfaction the organisation offers the individual over time (**Marsh & Mannari, 1977**).

2.3.2 Organisational Commitment of Telecom Employees

Studies have found that employee commitment significantly influences team performance and, consequently, organisational performance. The study significantly contributes by quantifying the precise impact of employee commitment on team efficacy, which is determined to be 40% according to the selected sample (**Altaf & Naqvi, 2013**). The findings of another study indicated that the six characteristics of organisational culture positively influenced organisational commitment in the following order of diminishing impact: innovativeness, teamwork, training and development, reward and recognition, organisational communication, and

empowerment (**Giao et al., 2020**). This discovery underscored the significance of organisational culture in fostering employee engagement in the organisation and drew management's attention to these elements and long-term development strategies.

The research has established that quality of work life (QWL), organisational commitment, and employee engagement are positively correlated; however, not all variables of QWL exhibit a uniform relationship with organisational commitment and employee engagement. Various aspects of QWL exert unique influences on these two structures (**Sahni, 2019**). The findings of another study indicated that affective, continuance and normative commitments significantly influence employees' organisational commitment. Furthermore, commitment influences attitudes, subjective standards, and perceived behavioural control, ultimately impacting the behavioural intention of employees (**Kaur Sahi & Mahajan, 2014**).

Research has shown the following findings (**Janjua & Gulzar, 2014**) with regard to the influence of human resource practices on employee commitment and employee retention that loyalty exerts a more significant impact on staff retention than employee commitment, the recruitment and selection process has a more significant effect on employee commitment than on staff retention, the influence of remuneration and social benefits on employee commitment is more significant than their effect on employee retention, Employee commitment and retention have a favourable correlation with the grievance management system, which exerts a greater influence on employee commitment, loyalty serves as a mediator in the relationships between recruiting and selection and employee commitment, remuneration and benefits and employee commitment, as well as grievances processing system and employee commitment, loyalty serves as a mediator in the relationships between recruiting and selection and employee retention, remuneration and benefits and employee retention, as well as grievances processing system and employee retention.

The findings of an Indian study (**Binu Raj, 2022**) aimed at investigating the correlation between internal branding (IB) and workers' brand commitment and assessing the moderating effect of transformational leadership (TFL) on this relationship indicated that employees exhibit more brand devotion when firms use IB

under the guidance of transformational leaders. The results reveal that the influence of IB on affective Commitment (AC) and normative Commitment (NC) surpasses its effect on continuance commitment (CC).

2.4 Job satisfaction

Job satisfaction is defined as a "pleasurable or positive emotional state, resulting from the appraisal of one's job experiences" (**Locke et al., 1976**). Job satisfaction reflects on total life quality, involving social ties, family connections, and perceived health status, affecting job performance, work absenteeism, and job turnover, leading, in certain situations, to serious psychological conditions such as burnout (**Penn et al., 1988**). Numerous locations around the world have conducted in-depth studies on the connection between HR practices and job happiness. According to several researchers, job satisfaction is the result of employees' requirements concerning their work environment, assessments, management styles, and possibilities for growth that foster loyalty to the company (**Robinson & Rousseau, 1994**).

According to a study, experiences and job beliefs are the two main factors influencing job happiness (**Weiss, 2002**). Employee behaviour and response to a certain task can also be used to describe job satisfaction. Both good and negative reactions are possible. In the Dutch public sector, HR practices are positively correlated with job satisfaction and work fulfilment. Additionally, an individual's age plays a substantial role in determining job happiness (**Steijn, 2004**). The results of a study in the public sector in Shkoder municipality indicated that the OC is positively impacted by work satisfaction, salary satisfaction, and the calibre of supervision satisfaction (**Suma & Lesha, 2013**). Numerous additional researches have also verified a strong correlation between OC and job satisfaction. Researchers emphasised that an employee's behaviour and abilities are closely linked to the culture they are a part of. Additionally, it is critical to understand the benefits and drawbacks of each culture. Achieving a cultural fit gets more difficult the more significant the cultural differences are (**Del Giudice et al., 2012**).

Factors including age, gender, education, occupation, commute duration, and challenges associated with insufficient money appear to correlate with job satisfaction, as they tend to shape individuals' expectations and preferences about their perceived working conditions (**Albertsen, 2007**). Educational attainment and income appear to significantly influence job satisfaction since they increase concurrently, resulting in superior positions, elevated earnings, enhanced power, and greater decision-making autonomy. Gender appears to influence job satisfaction, as women generally report higher levels of satisfaction despite adverse overall conditions (**Janssen & Backes-Gellner, 2016**). Job satisfaction is also correlated with marital status since single individuals report the highest levels of work satisfaction in several European countries. In Italy, the general perception of job satisfaction appears comparable to other EU regions, with social relationships and family structure playing a significant impact (**Fiorillo & Nappo, 2014**).

Human resource management strategies also have an impact on the employees' sense of job satisfaction. Researchers investigated the correlation between HRM procedures and employees' overall job satisfaction as well as their happiness, specifically with their pay (**Ileana Petrescu & Simmons, 2008**). The findings suggest that implementing various HRM practices positively impacts employees' overall job satisfaction and happiness, specifically with their pay. According to evidence, employees will be highly committed if they have a positive opinion of their jobs and the company (**Schalk & Roe, 2007**).

Research has identified a substantial influence of job satisfaction and organisational commitment on the service quality provided by employees (**Malhotra & Mukherjee, 2004**). Among the three forms of organisational commitment, only affective commitment significantly impacts service quality, suggesting that "satisfied and emotionally invested employees will result in satisfied and loyal customers." it is demonstrated in a study of insurance personnel in South Africa that job satisfaction is a significant predictor of organisational Commitment (**Sehunoe et al., 2015**). Employees who feel content in their roles demonstrate increased commitment to the organisation (affective-continuance-normative). In most instances, job happiness does

not affect employees' continuance commitment, as they opt to remain to evade the repercussions of departing the organisation.

A study examined the relationships among workplace fairness, job satisfaction, and employees' prosocial behaviour (**Bettencourt & Brown, 1997**). They discovered that perceptions of workplace fairness precede the prosocial behaviour of contract employees, indicating that workplace fairness influences behavioural changes in customer service and cooperation among contract employees. A cross-sectional study involving university students from the U.S., Malaysia, and Vietnam observed that both monetary and non-monetary rewards positively influence job satisfaction and enhance job performance. Scholars have investigated employee recognition, compensation, and benefits as forms of rewards (**Tessema et al., 2013**).

A recent study elucidated the correlation between job-related well-being and job satisfaction. The study examined the correlation between the well-being domains of positive emotions, engagement, connections, meaning, and achievement with job satisfaction. It examines data from 511 German educators. Findings indicated that elevated PERMA profiles correlate with increased job satisfaction levels. Further analyses indicated that, among the five components, happy emotions made the most significant contribution to predicting job satisfaction. The findings also explored that the occupational well-being of educators, particularly pleasant emotions inside the workplace, significantly influences their job satisfaction and subsequent retention rates (**Dreer, 2024**).

Another study examined the impact of work satisfaction and tenure on turnover intention (**Soeprapto et al., 2024**). Data was obtained from 30 individuals across several industry sectors using the survey approach. Pearson correlation analysis indicated a substantial negative association between work satisfaction and turnover intention as well as between tenure and turnover intention results. It also indicated that job happiness and tenure significantly influence turnover intention, with a negative coefficient suggesting that an increase in job satisfaction and tenure will reduce turnover intention. The interaction analysis indicated a significant interaction between job satisfaction and tenure in affecting turnover intention. Their study's

findings offered guidance for human resource managers to enhance job satisfaction and retain long-term employees, hence mitigating turnover intention. According to them, by using effective tactics, firms may enhance staff retention and overall productivity.

In the context of millennials working in the Indian service industry, a recent study investigates the connection between proactive job crafting and workplace satisfaction (**Moulik & Giri, 2024**). Three hundred ten millennials working in banking, Telecom, IT, and ITES services participated in this study. Self-reporting questionnaires were employed in the study, and structural equation modelling was used to test the hypotheses. The study sheds light on the characteristics of job crafting in an area of the Indian economy that has received little attention up to this point. The results imply that job crafting positively affects employee satisfaction. Millennials' work engagement and job happiness were predicted by creating structural employment resources. Crafting by challenging expectations and looking for social resources was positively correlated with engagement and commitment. Amid the coronavirus pandemic, when companies are eager to address employee satisfaction at work, the study is pertinent.

The perceptions of employees on the work environment and their integration within the organisation are influenced by organisational culture, defined as the collective values, beliefs, and norms. Leadership paradigms, like transformational and servant leadership, can influence employee job satisfaction, subsequently affecting performance. Examining the influence of corporate culture and leadership on millennials' job satisfaction and performance might assist firms in cultivating a supportive work environment and effective leadership strategies. The latest study indicated that the continuous commitment variable does not have a direct impact on performance (**Indrayani et al., 2024**). Nonetheless, it influences job happiness, which subsequently impacts the performance of millennial employees in ISP enterprises located in Batam City. The intricacy of tasks and professional skills directly or indirectly influences the performance and job satisfaction of millennial ISP

employees. Intervening job satisfaction can moderate exogenous and endogenous variables.

2.4.1 Job satisfaction of telecom employee

A study indicated that the primary elements influencing employee satisfaction are promotion opportunities, compensation, equity, and working conditions. Another study demonstrated that the enhancement of communication between the company and employees, the learning environment, employee needs, mental job satisfaction, and the supervisors' evaluation system significantly influence employee satisfaction levels in the telecom industry in Bangladesh (**Uddin et al., 2016**). The findings of a study indicated that job satisfaction, manifested through adherence to challenging tasks, management practices, working conditions, corporate culture, compensation systems, and professional competence, significantly enhances employees' innovative behaviour in developing novel methods, techniques, and tools or in devising original solutions for ongoing challenges and changes in the business environment (**Hrnjic et al., 2018**).

A study viewed that individuals under extreme stress sometimes perceive their occupations as less fulfilling (**Mansoor et al., 2011**). Some of their intrinsic or extrinsic requirements may be obstructed or inadequately fulfilled. Individuals with diminished job satisfaction exhibited heightened stress levels due to workload, role conflict, and physical surroundings, in contrast to those with elevated job satisfaction. Intense rivalry in the telecommunications business compels organisations to impose increasing pressure on employees, leading to conflicting demands, excessive workloads, and adverse working conditions, which contribute to job stress and diminish employee job satisfaction.

Researchers can ascertain that motivation serves as a recognised complement to employee job satisfaction. Job satisfaction cultivates employees who are more caring and invested in the organisation. Multinational firms consistently implement significant measures to enhance employee performance at every level of their careers. Consequently, concerns such as work motivation and job happiness have been addressed through the establishment of the HRM department within corporations. It

plays a crucial function in guiding the organisation and examining its structural behaviour. If an organisation possesses an effective HRM system, it can consequently foster greater loyalty, dedication, and incentive to exert additional effort towards achieving organisational objectives (**Pfeffer, 1998**). Job satisfaction is attained when an employee is intrinsically driven to perform their employment. Additional elements that impact job motivation include efficiency, productivity, absenteeism, turnover rates, and the intention to resign (**Maghrabi, 1999**). Consequently, if firms aim to enhance their profitability, they must evaluate all facets to elevate employee motivation levels

The examination of several aspects influencing job satisfaction within the telecommunications sector of Bangladesh reveals that the majority of employees are content with their working conditions, remuneration, and interpersonal relationships with colleagues (**Hrnjic & Djidelija, 2015**). The survey identified several aspects that significantly concern employees regarding their satisfaction. These determinants include employment security, opportunities for promotion, and relationships with superiors. This study posits that job satisfaction influences employee performance, confidence, and conduct, which are crucial for organisational success. This recommendation is valid not only in telecommunications but also in other sectors. The success of an organisation mostly hinges on employee performance, necessitating their satisfaction.

An earlier study concerning HR practices and OC in the Telecom sector indicated that job satisfaction does not serve as a mediator between Rewards and Organizational Commitment (OC). The possible explanation for this phenomenon is given that mid-level managers and officers in emerging Asian economies encounter limitations such as a lack of appropriate employment opportunities, inadequate job security, financial constraints, and being the sole income provider for their families, which leads to a higher reward system that persuades employees to remain with the firm despite job dissatisfaction. Their analysis also suggested that training does not directly influence OC; instead, it enhances satisfaction, subsequently contributing to improved organisational objectives pursued by employees. Given that their sample

predominantly comprises young employees with relatively short tenures at the firm, their prioritisation of adequate training is deemed crucial for enhancing their satisfaction levels. This level of satisfaction enhances their commitment and motivates them to cultivate long-term dedication to the firm. Consequently, their study corroborated the assertions made by a similar study that adequate training and development positively affect employee satisfaction levels (**Absar et al., 2010**).

2.5 Why Telecom Sector?

Telecommunications represent a crucial segment of the services sector. The Indian telecom sector has become a vital element of economic growth that is essential for the nation's overall socioeconomic development, as a strong correlation exists between the prevalence of mobile services and internet access and the increase of a country's GDP. As per the **Department of Telecommunications (2013)**, the Indian telecommunications sector is currently one of the fastest-growing in the world and has emerged as the second-largest network globally, following China. As of December 2023, India possesses the world's second-largest telecommunications market, boasting over 1.1 billion users and exceeding 904 million broadband subscribers. India possesses some of the lowest call tariffs globally, attributed to competition among numerous major telecom companies. India's mobile economy is expanding swiftly and is anticipated to enhance the nation's GDP. 5G networks have been deployed throughout all 28 states and 8 Union Territories. The Government of India has actively promoted the telecom sector's expansion into new markets nationwide through the implementation of suitable policies. This sector is on a growth trajectory and is expected to maintain this momentum in the future.

Employees in the telecom sector are essential as they constitute the backbone of an industry crucial to India's economic growth and development. The telecommunications sector catalyses the expansion of the Indian economy, facilitating the digital transformation of vital sectors such as education, healthcare, and financial services. It is essential for a nation's socioeconomic development, enhancing governance, commercial communication, security, and emergency response. Enhancing connectivity is crucial for bridging access disparities and eliminating

obstacles to information distribution. Nonetheless, the rapidly evolving telecommunications sector has unique problems, particularly for its workforce. The primary disruptive challenges encompass staff turnover, a high-pressure sales atmosphere, performance management, and employee morale. Prolonged and irregular working hours, significant job pressure, stringent deadlines, and a strong emphasis on customer satisfaction generally define a telecom employee profile. This accumulated strain results in significant consequences for their social and psychological well-being. The Indian telecom business necessitates an approximate 120% growth in trained people over the next five financial years, according to industry estimates. Consequently, there is an urgent necessity to reconcile this variance to maintain competitiveness in the rapidly evolving market while also protecting the employees.

The research has shown that prospects for additional development would improve employee job engagement and, subsequently, innovative conduct. Thus, growth chances must correspond with employee performance and results, forming the basis for the organisation's training activity planning, focused on improving specific skills vital for the effective execution of daily job duties. Employees will exhibit heightened job satisfaction when allowed to participate in varied initiatives (**Hrnjic et al., 2018**). The findings of a study revealed that employees in the telecom sector have a low level of employee engagement and commitment, and there is a significant positive relationship between employee engagement and employee commitment (**Pr, et al., 2019**). The demographic characteristics of the employees, as well as experience and income, significantly influenced employee engagement and commitment. In a vibrant and expanding telecom market, success for Indian telecom companies mostly depends on the efficacy of its workforce. If organisations lack a supportive work culture, employee engagement and retention will become a challenge. The concept of work-life balance is becoming extremely relevant in an ever-dynamic working environment, and the telecom sector is a paramount example of this need.

In a nutshell, the telecommunications sector is among the fastest-growing businesses in India. Human Resource managers in the service sector must recognise

that the interaction between customers and customer service professionals is a fundamental component of the overall customer experience. Consequently, employee work satisfaction, motivation, and, by extension, long-term organisational commitment should be optimal. Organisations should strive to cultivate a highly motivated and dedicated team to offer an exceptional client experience. As a service sector company, Telecom organisations consistently seek strategies that enable them to maintain their competitive advantage. Telecom firms should enhance their focus on directives and procedures that impede employee performance, thereby impacting job happiness. Consequently, managers must exercise great diligence in executing and refining their HR processes, which subsequently enhances organisational culture. HR managers should focus on HRM practices in recruiting and selection, implementing effective training performance appraisal methods, and providing a conducive working environment for employees.

2.6 Research gap

As evidence suggests, human resource management, or HRM, can shape employees' organisational behaviour, guaranteeing that the company's goals are met. Firm performance is positively impacted by HRM, and this results in organisational commitment. A meticulous review of existing literature indicated that the influence of HR practices on organisational commitment in the Telecom sector has not received adequate consideration. This study empirically examines the relationship between HR practices and organisational commitment, both directly and indirectly, through the mediation effect of job satisfaction.

In the telecom sector, most studies focus on customer aspects, and studies on employee aspects are scarce. In addition, the majority of the available studies focused on HR practices in general. Here, the researcher attempted the AMO model of HR practices specifically. The study also considered three dimensions of organisational commitment proposed by Mayor and Allen instead of taking organisational commitment as a single construct. Further, very few studies are available on the effectiveness of HRM practices and their influence on organisational commitment in the telecom sector specifically. Furthermore, the mediating role of job satisfaction in

the association between HRM practices and organisational commitment in the telecom sector and its public-private comparison is less studied in the literature. To the researchers' knowledge, this is one of the few studies and the first systematic investigation examining the relationship between "HR practices and Organizational Commitment" at the personal level in the telecommunication Sector in India and Kerala in particular. Moreover, Job Satisfaction mediates HRM practices and Organizational Commitment, marking a progression in this field.

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CHAPTER 3

THEORETICAL FRAMEWORK

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3.1 Introduction

The term 'Human Resources' is an outcome of the human relations movement of the early 20th century since scholars and researchers started to document various aspects of strategic management of employees, which led to the creation of business value. Human resources are irreplaceable assets for an organisation since they directly contribute to attaining that organisation's goals and missions. They are considered the lifeblood of an organisation's success. They can influence customers and accelerate overall business growth. Employees in an organisation should be nourished to develop them, enhancing the organisation's overall efficiency. Moreover, even skilled and loyal employees require guidance and motivation. When employees are adequately directed and motivated, a favourable work environment is created, leading to increased productivity and employee retention, which are pivotal constituents of the organisation's success.

The term human resource management is a modern concept that consists of theories and practices for managing the workforce in organisations. It is considered an integral part of management relating to employees in an organisation. Human resource management is a fundamental concept in the organisational framework that has considerable significance in managing the workforce and creating professional values in employees, resulting in increased positivity, productivity and profitability of the firm.

An organisation manages human resources by applying various HR practices. HR practices are vital in carrying out proper training, improving their motivation through reward strategies and strengthening the enrollment and determination process. The present competitive business environment has forced business organisations to adapt HR practices. Effective HR practices result in increased job satisfaction and organisational commitment. Both job satisfaction and organisational

commitment play crucial roles in improving professional relationships, increasing productivity, better functioning of the organisation and overall success.

In this world of stressful job environments, employees' job satisfaction is a key success factor for every organisation, irrespective of whether it is a public or private organisation operating in developed or underdeveloped countries. Organisational commitment is the product of employee satisfaction and indicates organisational performance and operational effectiveness. HR practices directly influence an organisation's overall performance, leading to employees' organisational commitment. Strong organisational commitment is not a result of employees' working for individual expectations but from their working for the entire organisation's expectations. In short, it is understood that organisations having adequate and effective HR practices can create satisfied employees with organisational commitment. In order to retain employees, organisations have to check the effectiveness of their HR practices and evaluate the level of employees' satisfaction and resulting organisational commitment.

In this modern technological world, the telecommunication sector is considered as prominent among other sectors because it is a major component contributing to economic development, employment opportunities and digital enhancement. In this information era, the telecom sector and its vast technologies crucially connect large data sets with the end user and business organisations. The telecommunication sector has made substantial contributions to world history. Spectacular changes have happened in the sector since its origination during the 1880s. In the context of India, the telecommunication sector is also considered one of the major industries since the country is the most populated nation in the world. At present, India is the country with the second-largest telecom market share in the globe in terms of the number of internet users. Moreover, the sector is still growing steadily as a result of the central government's liberal policies, substantial consumer demand and liberalized FDI rules. Since the sector provides a large number of employment opportunities and thousands of people are working in the sector, HR practices followed by the companies in the sector, employees' job satisfaction and

organisational commitment have to be reviewed and monitored adequately for the overall success of the sector.

In such a context, in the present study, the researcher attempts to analyse the various HR practices prevailing in the telecom sector in Kerala and their impacts on employees' job satisfaction and resulting organisational commitment.

3.2 Telecom Through the Ages: A Comprehensive Overview

The invention of the telephone by Alexander Graham Bell in 1884 was the starting point of a revolution in the telecommunication industry in the world. This discovery put forward an extremely fresh way of communication. As a result, communication became easier and more efficient. This invention brought a lot of changes not only in the various kinds of telecommunication services but also in the cost framework of the sector and the complimentary and substitute goods and services of telecommunication. Before the introduction of telephones, infrastructural facilities and technologies requiring huge investments had to be built and installed to facilitate long-distance communications (Casson, 1913; Wallsten, 2001). Because of huge and risky capital, the state constructed such infrastructural facilities. The US government initially implemented the telephone technology after the telegraphy communication system. The US government did not have much responsibility to safeguard the telegraph system because of the privatization of the system(Wallsten, 2001).

Due to the expiry of Bell's patents in 1894, rivalry in the telecommunication sector increased. As a result of high competition, the country experienced a boom in telephone consumption during that period(Wallsten, 2001). Nevertheless, other nations were disinclined to adopt this innovative communication system. Those countries decided to maintain the existing system (telegraph) because it was the government's monopoly. Later, the legitimacy of the telephone system was recognized, and countries, especially those on the European continent, were compelled to accept and implement this innovative system in their jurisdictions. Some countries implemented telephone communication systems under their own management and control and strictly monitored telephone usage, whereas others permitted private organisations to implement the system. For instance, telephone

subscribers could not lend telephones to their neighbourhoods. If it was found so, there was a punishment of imprisonment for six months (Casson, 1913). At the same time, more deregulated policies were followed by some other countries, such as Scandinavia.

Three industrial systems evolved within the telecom sector at the end and beginning of the 19th century and 20th century, respectively all over the world. The first class of nations permitted competition among private telecom organisations. For example, Denmark's government did not intervene in the telecom sector. Private companies only operated in the system. The government participated in the industry only to build long coverage lines (Wallsten, 2001). In the USA, two companies operated in the industry in the initial stage, namely Western Union and the Bell Company, and there was cutthroat competition between these two. Western Union possessed the competitive advantage of a reputation as a nationally formed organisation and controlled wire infrastructure throughout the country. It also owned the exclusive right to construct wires alongside the roads and on top of the house roofs (Casson, 1913). On the other hand, the Bell Company had the competitive edge of possessing Bell patents.

Government and private companies' involvement in the sector substantially characterized the next class of countries. Such class includes countries such as Norway, Finland and Sweden (Andersson-Skog, 2000). The above-mentioned two classes of nations experienced substantial competition in the telecommunication sector. Monopoly power possessed by government companies characterized the third and last group (Wallsten, 2001). Such groups were found in Europe, especially. For instance, France implemented a state-owned telecom sector in 1889. Those countries in the third group showed reluctance to invest in telecom infrastructure, which resulted in the impairment of the industry growth. For example, When Denmark invested in 4.5 telephone connections per hundred residents, France invested only in 0.8 telephones in 1914.

As mentioned, in the initial sector phase, there were two major differences between the nations: government-owned companies on the one hand and nations

allowing competition in the telecom sector on the other. The countries where private players were permitted benefited a lot more from telephone penetration than those with government monopolies. Moreover, against all odds, few countries that permitted private companies attained a higher telephone penetration rate in rural geographical areas than countries with a government monopoly in the sector (Wallsten, 2001). On the contrary, the nations with high competition levied comparatively lower charges for telephone services over long geographical distances than those characterized by government monopolies.

After a flourishing beginning, the sector moved step by step into a government-owned sector without private companies. The reason behind this transformation was the concentration of private telecom players' participation only in the profitable zones. They constructed advanced telecom infrastructural facilities only in areas with high population density (Casson, 1913). Such concentration of the companies led to increased regional imbalances since an advanced telecommunication system was required for adequate and proper socio-economic activities in a geographical territory. Without sophisticated infrastructural facilities, a country cannot attain the ideal welfare status of its citizens (Chandler et al., 2009). For these reasons, governments were forced to take control and manage the telecom sector. During the latter half of the Industrial Revolution, the telecom sector transformed into a state-owned industry, and the sector was monopolized globally.

The monopolies were only responsible for bringing changes in technological and economic environments, initiating innovative technologies and adapting to dynamic business environments (Chandler et al., 2009). Global telecom markets experienced steady and balanced growth during this period, and the government was the only governing structure. These circumstances remained through the mid-1900s.

There were substantial transformations in the states' viewpoints regarding the telecom frameworks and systems in the 1950s. The US government especially wished to permit private companies to operate in the telecom sector. During that time, in the USA, American Telephone and Telegraph (AT and T) and its own Bell System Operating Companies were the monopolists in the sector. In 1968, a new competitor

was permitted as per the rules of the Federal Communications Commission (FCC), an independent body that manages and controls television, radio and satellite transmissions in the USA. As a result, the USA permitted the first competitor to AT and T, namely Microwave Communications International (MCI), in 1969 (Chakravarthy, 1991). The new company was assigned only to participate in fixed-line business between the two cities. AT and T remained the main supplier of fixed-line services. Therefore, the commission enforced rules to control the companies in the sector (Green & Teece, 1998).

World Trade Organisation (WTO) initiated the discussions regarding liberalizing fundamental and advanced telecom services through global agreements. In particular, the General Agreement on Trade in Services (GATS) was related to these international agreements. As a result of revealing the Ministerial Declaration held in the Uruguay Round publicly, the significance of trade negotiations in the service industry was accepted in 1986. All member countries consented to deregulate their telecom sector after introducing the General Agreement on Trade in Services in 1994 (McLarty, 1998). The General Agreement on Trade in Services (GATS) was formed due to many other negotiations relating to the liberalization of the sector European Union Liberalisation Directives. The single competitor was initially permitted in the industry within a strict framework in many nations by their governments, and subsequently, it was transformed into free competition. After deregulating the rules and regulations, the governments slowly lowered their interventions in the activities of telecom players (Wallsten, 2001). Moreover, autonomous regulatory bodies were formed to maintain healthy and equitable competition and chances for every player in the telecom industry. It was essential to ensure the regulatory compliance of the companies in the sector.

The telecom sector has experienced many transformational changes in the past few decades. Since the present era is characterized by globalization, the telecom sector is also transforming into a borderless business sector with cut-throat competition. Furthermore, innovations in the technological world, such as the introduction of cell phones and digitalization, have substantially influenced the realignment of the sector.

Accordingly, governments initiated the privatisation of their own telecom companies, permitted free competition in the sector and constituted autonomous regulatory bodies. Even though the sector was being liberalized, deregulated, and privatized all over the world, its momentum was different in different geographical areas.

3.2.1.1 North America

The investments in American Telephone and Telegraph (AT & T) operating companies were sold into seven Regional Bell Operating Companies (RBOCs) as per the declaration of the U.S. Justice Department's court-approved agreement in 1984. Later, these regional companies became suppliers of local telecom services and telecom-allied accessories (Kashlak & Joshi, 1994). The names of these regions themselves proclaimed the nature of those regions, such as Southwestern Bell and Bell South. After the formation of these regional companies, AT and T focused only on long-distance telephone services, networking and the Bell labs (Snow, 1995). This situation helped AT and T to participate in the information-related services (Kennedy, 1989). Even though the division of AT and T was a major milestone in the industry's liberalisation, these regional companies remained under government control due to the fact that the government acted as a monopoly in the sector. But, this competitive edge was offset by the obstacles to maintaining healthy competition in the industry. Regional companies gradually designed their tactics and achieved market position (Kashlak & Joshi, 1994). Technological advancements accelerated the transformations in the sector. The introduction of cell phone technology has brought substantial changes to the telecom industry. The cell phone industry started in the US in 1984 and has thrived tremendously since 1988. Mobile phone communications were initially accepted by the professional business and afterwards by the individual consumers (Manova et al., 1998).

3.2.1.2 Europe

The liberalisation of telecom business in the European continent was set up in 1985 on the basis of the 'Liberalisation Directives' of Article 90 of the Treaty of Rome. Accordingly, the European Union opted to bring competition in the telecom business (Watson et al., 1999). The resultant re-framing of the rules in the sector was

done in the 'Harmonization Directives' of Article 100a of the Treaty of Rome (Watson et al., 1999). Nevertheless, these directives did not focus on the momentum of the harmonization in the Union. Accordingly, the nations in the Union executed these instructions and guidelines in a variety of ways and paces into their prevailing framework. After the acknowledgement of the Full Competition Directive in 1996, free and competitive business spaces were formed in the Union. According to this directive, in 1998, all the member countries were demanded to have an entirely deregulated telecom market.

In 1998, telecommunication markets in most member countries in the European Union were fully deregulated. The member country which implemented privatization and deregulation of the telecom sector in the Union was the United Kingdom (UK). The deregulation process began in the UK as a result of the Telecommunication Act in 1984 (Thimm, 1992). However, the deregulation of the telecom sector in the UK was a gradual process that started from a monopolistic structure to a duopoly structure and later to partial deregulation. The complete liberalisation of the sector took a period of 12 years. During this period, the UK sector was strictly regulated and controlled. The duopolists Mercury and British Telecom (BT) were strictly regulated to ensure a fair situation for every player in the market. At the same time, there were lop-sided rules in the sector for both companies, such as retail price ceilings for BT and constraints on network development for Mercury. The UK's autonomous supervisory body, OFTEL (Office of Telecommunications), was responsible for executing and enforcing those restrictions and rules (Cave & Williamson, 1996). OFTEL transformed itself into an agency that dealt with competition-related issues rather than a regulatory agency and complete liberalisation happened in 1996. As a result of this transformation, OFTEL focused on obliteration of companies' behaviours, restricting fair and healthy competition (Cave & Williamson, 1996).

In order to ensure proper deregulation and standardization of the sector, the policies and guidelines brought by the European Community (EC) were required. These policies were formulated for the radio spectrum. Transmissions by satellite and

mobile phones, broadcasting and research and development were included in the radio spectrum. These policies were transformed into rules and regulations and shared among concerned bodies such as OFTEL and the European Community by the European Conference of Postal and Telecommunications Administrations (CEPT) (DC & Commission, 1998).

The improvements and transformations that happened in the telecom sector were alike to an extent both in Eastern and Western European nations. Even though the growth of the sector in Eastern Europe was found gradually compared with that in Western Europe. After the free competition was introduced, the countries in Central and Eastern Europe (CEE) were also required to revitalize telecom services and create a network (Holcer, 1995).

3.2.1.3 Asia and Pacific Region

Even though, the pace of advancements in telecommunications industry was delayed comparing with European and American countries, governments of Asian countries also were compelled to deregulate their telecom sector as a result of the General Agreement on Trade and Services (GATS) of the Uruguay Round. In Asian countries, competition was brought only partially in some geographical areas and services (Fink et al., 2003). Free entry of companies, freedom for private and foreign companies regarding ownership and autonomous regulatory agencies remained unchanged to an extent because of the absence of international negotiations (Fink et al., 2003).

Nations such as Bangladesh, Cambodia, Thailand, and Vietnam have made few or no efforts to privatize the sector. In contrast, some other countries, such as China, India, and South Korea, eliminated a few obstacles to privatisation. Even though competition was permitted to an extent in some fixed-line segmentations, the governments kept their monopoly in the sector. A comparatively liberal approach was found in a few countries such as Japan, Indonesia, Hong Kong, Singapore and Pakistan. Nevertheless, competition in these countries was strictly regulated and confined to a few areas and for particular durations. The evidence was found in Japan since the telecom business was started in Japan in 1985. New companies were allowed

to enter in all over the sector, excluding the localized communication systems. The local networks were also deregulated over time (Omura, 1997; Tanaka, 1997).

Moreover, there were no or few telecom companies owned by foreign companies or foreigners (Fink et al., 2003). It was also witnessed in Japan in the initial stage of privatization, where only one-third of the total telecom market share was allowed for foreign ownership (Omura, 1997). The administrators believed that in Asian countries, local telecom suppliers offered maximum payments to the employees and contributed much to their countries' socio-economic growth. Since the telecom sector is considered one of the major sectors, the sector should be completely controlled and managed domestically or by governments. Even though entry into foreign competition was permitted, only equity joint ventures were allowed to operate with the aim of enhancing the expertise and understanding of the local players in the sector.

In almost all Asian countries, even though the number of telecom licenses and companies was confined to a few, the rules and regulations regarding mobile telecom services were made easier, excluding India, where there were 20 mobile companies in 1999. The mobile telecom services were relatively in an emerging stage, and the sector was not controlled and managed publicly in almost all the nations. As a result of the growth measures of the cell phone sector, mobile telecom services witnessed immense advancement. The count of mobile subscriptions overcame even the number of landline subscriptions in some Asian nations (Fink et al., 2003). The telecom sectors in Australia and New Zealand were also deregulated constantly. Even though Australia invited free competition in the telecom sector, Telstra, the former government monopoly in the sector, was strictly regulated regarding its charges by applying tariff standards and price ceilings. However, the regulations regarding prices and connectivity were lenient in New Zealand. Australia controlled the possibility of connectivity for 'Optus', the second-largest telecom company in the country at present. 'Telecom', the former government telecom monopoly in New Zealand, was merely supported and 'Clear Communications' was permitted to focus on the local area networks (Green & Teece, 1998). In short, there were few strict regulations

regarding mobile telecom services in both nations. Accordingly, the cell phone telecom sector witnessed a tremendous advancement in competition (Green & Teece, 1998).

The world telecom sector has gone through enormous transformations in the present millennium. 3G networks introduced in the initial stage of the 2000s led to the enhanced use of cell phones, facilitated quick data transmission and made a foundation for developing a lot of cell phone applications and allied services. Furthermore, the evolution of smartphones, especially mobile phones manufactured on the basis of Android and iPhone technology, brought a lot of innovations in the telecom sector, such as improved communication, computer telephony integration, easy accessibility to the internet, audiovisual functionalities, etc. the 2000s witnessed a leap and jump in the internet accessibility also. In order to tackle the limitations of dull dial-up internet connectivity, broadband internet and digital subscriber lines were introduced. This resulted in faster accessibility to the internet and various online services. Wireless Fidelity (Wi-Fi) technology has gained popularity, and people access high-speed internet in their homes, office spaces, and public places.

The duration of the 2010s is considered as the age of breakneck connectivity. This era experienced the introduction of 4th Generation Long Term Evolution (4GLTE). This technological innovation offered comparatively quicker internet access, higher resolution video presentations, video calls and conferences, online games, etc. Additionally, this era was characterized by the emergence of many innovative cell phone applications and the development of e-commerce using mobiles. The introduction of VoLTE, which stands for Voice over Long Term Evolution, facilitated excellent and reliable voice communications using 4G technology. The pace of internet access was again enhanced as a result of the implementation of fibre optic technology. This technology minimized lengthy latent periods and improved the efficiency of internet facilities. Accordingly, internet offerings, such as Netflix, information-driven applications, and cloud-based computing, were made available more easily.

The emergence of 5G technology in the 2020s brought substantial changes in the telecom sector, such as very fast internet access, reduced latent period and connectivity to a lot of devices at a time. It is anticipated that it will facilitate innovative changes in areas such as automatic vehicles, smart villages, and artificial intelligence. An ultra-networked society was formed due to the emergence of the Internet of Things (IoT) and home automation systems, where various smart objects are used to transfer and communicate data.

The historical milestones in the world telecommunication industry reveal that the sector has undergone many key developments. The industry began with the combined operation of both private and government companies all over the world. In the initial half of the twentieth century, the telecom sector transformed into a comparatively constant business sector under complete government ownership. The new economic policies accepted by various countries in the world in the 1990s opened a lot of market potential for the telecom sector. The liberalisation and privatization policies followed by the countries changed the face of the telecom sector and the pace and intensity of technological enhancements. Companies in the sector were compelled to redesign their business tactics and blueprints, technological frameworks, and product mix strategies due to liberalisation, internationalization, economic reforms, and technological innovations such as the introduction of cell phones and broadband. As a result of technological enhancements and dynamic customer requirements, adaptive and innovative transformations have been constantly happening in the telecom sector since the 1990s. After the 2000s, the sector witnessed explosive developments and technological advancements. The sector is expected to continue its evolution and shape the way of living and working due to the far-reaching acceptance of cell phones and the emergence of 5G technology. Scientific studies are being conducted regarding developing 6G networks and advancements in robotics, knowledge engineering, and AI (artificial intelligence). These anticipated steps will bring quick-fire internet accessibility and more trustworthy connectivity. Moreover, integrating machine learning and Artificial Intelligence with telecom networks will ensure performance maximisation, improved security and customized services. These

developments in the telecom sector are anticipated to be crucial in solving and managing the challenges and cumbersomeness of forthcoming networks.

3.2.2 History of Indian Telecommunication Industry

India's postal and telecommunication system is one of the earliest systems in the world. The British Government started the chronicle of the Indian telecom sector in 1851 by establishing the first fixed lines in Calcutta (Dr. Jagdish Biradar, 2019). Unfortunately, the industry continued to be uncultivated for many decades since there were no adequate infrastructural facilities and resources (Journal & Economics, 2024). As a result of the enactment of the Indian Telegraph Act in 1881, the government possessed a monopolistic power in providing telegraph-related services. The Department of Posts and Telegraphs was constituted by the government in 1854. In 1985, the Department of Telecommunications (DoT) replaced the department above.

The evolution of the telecommunication industry in India can be classified into three phases, namely, Phase I (1980-89), Phase II (1990 – 99) and Phase III (2000 onwards) (Deo, 2017). The sector was under government ownership till 1984. Afterwards, private companies were allowed to participate in the production of telecom goods and services. In 1986, MTNL and VSNL were formed. MTNL represents Mahanagar Telephone Nigam Limited, a telecom company owned by the government of India. It focused on two metropolitan cities as its area of operation namely, Mumbai and Delhi (Swapna, 2012). The latter stands for Videsh Sanchar Nigam Limited, also a telecom company established to offer various international communication solutions. To manage and control different institutional and economic aspects regarding the telecom sector, the Telecom Commission was implemented in 1989 and was replaced by the Digital Communications Commission in 2018. The commission formed in 1989 catered to various services for the sector's overall growth, such as policy development, providing licenses, governance of wireless spectrum, monitoring the performance of public organisations offering telecom-related services, telecom-related research and studies, validation of telecom equipment, etc.

The second phase of the evolution began in 1990 and ended in 1999 (Deo, 2017). This phase is mainly characterized by the new economic policy brought by the Narasimha Rao government. As a result of this new policy, all the sectors of the Indian economy were liberalized. The liberalisation policy has also benefited the Indian telecom sector in different ways, such as increased entry of private companies, reduced telecom service charges, capital inflows, increased subscriber base, etc. Before liberalizing the sector, telecommunication services were widely categorized into domestic basic services, domestic VAS (Value Added Services), overseas basic services, and overseas VAS. As a result of liberalisation, private companies were allowed to supply domestic value-added services in 1992. Moreover, private companies were given licenses to supply telecom services based on service areas to be catered. Afterwards, basic domestic services were also unsealed in the favour of private companies. In 1994, the National Telecom Policy was enacted to offer superior quality telecommunication services in the country, supplying telephone equipment on requirements and promoting the involvement of private companies in the supply of basic telecom services. As a result of private companies' participation in the sector, the country was forced to redesign the concerned rules and regulations. To accomplish the obligations that evolved as a result of India's membership in WTO (World Trade Organisation), the Telecom Regulatory Authority of India (TRAI) was formed in 1997 to control telecom services (Swapna, 2012). The major goal behind the formation of TRAI is to ensure a healthy and equitable work atmosphere which facilitates equal opportunities for all players in the sector and promotes comparatively moderate competition in the business. The government of India formed an apex group, namely, the Group on Telecommunications, which intends to reexamine the telecom policy introduced in 1994. Based on the report of this group, in 1999, the New Telecom Policy was announced since the report evidenced that the objectives of the policy of 1994 were not attained within the predetermined schedule and innovative advancements in the technological world were required to redesign the policies immediately and essentially (India, 2022).

The third phase of the evolution started in 2000 and is still continuing. The major and first milestone in this phase was the establishment of Bharat Sanchar Nigam

Limited (BSNL) in 2000 based on the provisions of the Companies Act. The company was incorporated to take over the supply of telecom services and manage network business throughout India except Delhi and Mumbai. National and international long-distance communications services were also allowed for private companies to operate in 2000. Previously, both of these services were controlled by a government monopoly. Liberalising these services was a great endeavour in deregulating the sector, which led to fair and transparent competition, reduced charges and enhanced quality of services.

Furthermore, it has lowered the charges for international communication and improved the quality of connectivity. Even though internet connectivity was permitted in India in 1995 for public consumption, internet service providers were not allowed to participate in internet telephony because of the existing legislative environment till 2002. Tata Group acquired VSNL in 2002 through a strategic arrangement, and it was a milestone in telecom privatization. Next to the beginning of liberalisation initiatives in the sector, BSNL introduced its cell phone-related services in 2002. This introduction was based on the Global System for Mobile Communication (GSM) and was a historic milestone in the company's growth and steady development of India's cell phone industry. Telecom Regulatory Authority of India and the central government brought the Unified Access Licensing Regime in 2003 to reduce the complexities in licensing systems and permit telecom players to supply various telecom services by using a single license. A new regime, Calling Party Pays (CPP), was introduced in 2003 to incur the charges for telecommunication fully on the caller instead of sharing those charges among the caller and the recipient. In 2004, the Broadband Policy was introduced to ensure reasonable and quickly accessible internet to a large portion of the population and the overall social and economic growth (Deo, 2017). The 3G network technology was introduced in the country by MTNL in Mumbai and Delhi in 2008, which enabled undisturbed wireless internet usage and innovative mobile applications.

In 2010, the central government introduced Bharat Broadband Network Limited (BBNL) as a separate entity to establish, administer and run the National

Optical Fiber Network (NOFN), which focused on facilitating broadband internet connection. 4G network services were started in the country in 2012 by Airtel with the help of Long Term Evolution – Time Division Duplex (LTE-TDD) technology. Afterwards, the companies, namely Aircel, Vodafone and Reliance Jio, were also involved in the implementation of 4G technology in the country (Pipit Mulyah, Dyah Aminatun, Sukma Septian Nasution, Tommy Hastomo, Setiana Sri Wahyuni Sitepu, 2020). The emergence of Reliance Jio in 2016 resulted in a lot of transformations in the industry, such as the availability of cost-effective 4G cell phones, different customer choices and level pegging competition in the market (Gupta et al., 2019). Moreover, Jio enabled free-of-cost voice communication and reasonable internet schemes, which in turn led to immense growth in wireless data consumption and subscriber base. (Guruprasad & HN, n.d.) acknowledged in their study that as a result of the introduction of GST in 2017, relaxation in audit processes and a reduction in complexities regarding roaming and international communication tariffs.

The 5G network technology was introduced in India in 2022 and covers important cities such as Mumbai, Delhi, Chennai, Kolkata, Hyderabad, Ahmedabad, and Bangalore. The technology currently offers its services in 28 states and eight union territories. Reliance Jio, Vodafone Idea, and Bharti Airtel were obliged to execute this technology throughout the country, with various support from the central government in the form of policy formulations, spectrum bidding, and facilitation of infrastructural facilities. The tremendous augmentation in 5G services resulted in various positive impacts by 2023, such as improved connectivity, lower latent period, the upsurge of IoTs, integration of AI-supported systems, implementation of smart villages and cities and ultimately, the nation's socio-economic growth. There is an explosive growth in the number of telephone subscribers, especially in rural areas, which has crossed 1.19 billion, including both landline and cell phone subscribers. Moreover, the number of 5G subscribers is anticipated to equal 350 million. Mobile data consumption also increased tremendously, from 4,206 PB in the first quarter of the financial year 2018 to 47,629 PB in the second quarter of the financial year 2024. Studies are being undertaken regarding developing 6G technology, which guarantees a quick-fire internet pace and trustworthy connections. Furthermore, the sector is

anticipated to create innumerable employment opportunities for installing and maintaining fibre optics and innovative technologies such as artificial intelligence and virtual computing.

Various milestones in the Indian telecom sector have contributed noteworthy developments to the economy. India's GDP has been positively impacted as a result of increased business operations caused by the growth in telecommunication services. Innumerable direct and indirect employment potentials were created, are being created and are anticipated to be created in the telecommunication players and related sectors. The sector witnessed explosive growth in the number of mobile subscribers, which reached 1 billion in 2016, and it is still rising at a constant growth rate. As a result of improved communication services, the digital divide has been eliminated to an extent, irrespective of rural areas and urban areas. The country has experienced a leapfrog from 2G technologies to 5G technologies by accepting various innovative technologies and facilities. The sector has also created various positive social impacts, such as digital equity in society and the digitalization of educational and healthcare sectors. In short, the milestones above denote the explosive growth and developments in the country's telecommunication industry and transforming the nation into one of the world's ever-changing and quickly growing economies and markets.

3.2.3 Indian Telecom Sector -An Overview

The telecom sector in India is one of the rapidly blooming industries in the country and is anticipated to contribute substantially to national development in the foreseeable future. The country has passed through accelerated development since the New Economic Policy in 1991, and at present, the country has the world's second-largest telecommunication market share based on telecom subscribers. The Central government introduced the Digital India initiative, where various sectors, such as retailing, healthcare, banking, education, etc., interact using the Internet. India is second in terms of 'international internet bandwidth' and 'international mobile broadband internet traffic'. Moreover, India is considered one of the countries with the most significant data users globally.

As of May 2024, the country's total number of telecom subscribers is 1,203.69 million. During the past few years, the nation has also seen steady growth in teledensity. Tele-density is also called telecom penetration, which means a society's acceptance rate of a particular technology. As of May 2024, the penetration rate has increased to 85.87% from 18.23% in the financial year 2016, and the rate in rural areas touched 59.59% (Moffitt, 2024).

Based on the number of internet subscribers, India is also the second largest country in the world. In December 2023, the total volume of internet used stood at 50,00,047 gigabytes, and the aggregate internet subscribers increased to 936.16 million. During the last few years, the number of wireless subscribers has grown tremendously, resulting in an increased penetration rate. As per the report of May 2024, the number of Jio subscribers reached 474.61 million, which was succeeded by 387.76 million for Bharti Airtel, 218.15 for Vodafone Idea, and 86.32 million for BSNL. The total amount of wireless data consumption was enhanced by twofold to 49,543 petabytes in the third quarter of the financial year 2024 from 47,629 petabytes in the second quarter of the same year. The average wireless internet consumption by a subscriber will likely be 40 GB in a month by the year 2026 from 14.6 GB in the financial year 2021. The aggregate count of broadband subscriptions also has witnessed exponential growth from 149.75 million to 904.54 million during the financial year 2016 to the financial year 2023, respectively. As per the reports of May 2024, the number of wired broadband subscribers is 41.31 million (Moffitt, 2024).

The country has seen a substantial amount of both domestic and foreign investment in the sector. By the financial year 2025-26, the country is scheduled to produce cell phones amounting to US\$ 126 billion. India is waiting for a leap and jump in the sector since the country is planning the establishment of a collaboration between the Bharat 6G Alliance of India and Industry Alliance 6G, a body of the European telecom industry, which will promote integration between these two bodies in the implementation of 6G technology. The sector received an FDI inflow of US\$ 39.32 billion between April 2000 and March 2024. The central government enhanced the FDI threshold to 100% in 2021 from the previous limit of 49% (Moffitt, 2024).

In India, 5G mobile services have been implemented October 1, 2022. It is expected that 5G subscribers will be 350 million by 2026, which will be 27% of the aggregate mobile subscriptions. The export of electronic goods, especially mobile phones, contributes significantly to the GDP of the country. Cell phone exports increased in the financial year 2024 by 42%, amounting to US\$ 15.6 billion. Additionally, exports of electronic products were anticipated at US\$ 29.11 billion in 2024 (Moffitt, 2024).

With a view to promoting domestic production and export of telecommunication-related products, the central cabinet sanctioned a Production Linked Incentive (PLI) program amounting to Rs. 12,195 crores under the regime of Department of Telecom. According to this scheme, a capital investment amounting to Rs. 4,115 crores was made by 42 companies, including both MSMEs (28) and Non-MSMEs (14), on December 2022. Moreover, to accelerate the implementation of innovative network technology, a 6G innovation group was formed under the governance of the Department of Telecommunications. Rs. 1,16,342 crores was allotted for developing the telecommunication and information technology sector as per the central budget of 2024-25. According to the Network Readiness Index report in 2022, the country attained third rank in terms of ‘annual investment in telecom services’ and ‘domestic market share’. While analyzing the revenue, it is understood that the sector has generated revenue of Rs. 2.4 lakh crores in the financial year 2024(Moffitt, 2024).

The sector currently contributes more than 2.2 billion direct and 1.8 billion indirect employment opportunities (Asiva Noor Rachmayani, 2015). The country is expected to have innumerable job requirements for skilled employees in 5G-oriented technologies such as artificial intelligence, Internet of Things (IoT), cloud computing, and robotics. In short, the sector is still innovating and transforming due to various technological enhancements, government support, and increased consumer demand. Moreover, the sector contributes significantly to the country’s digitalization process and overall socio-economic development.

In the present study, various HR practices existing in the telecommunication sector of Kerala with reference to private and public companies and their influence on employees' job satisfaction and, ultimately, on their organisational commitment are being analyzed. Hence, briefly summarising the companies selected for the present study is appropriate. BSNL, the only government-owned telecom company, was selected to represent the public telecom sector. Reliance Jio was selected to represent the private sector since it constitutes the major market share in the sector.

3.2.3.1 Bharat Sanchar Nigam Limited (BSNL)

BSNL was set up on September 15, 2000, by corporatizing the former Department of Telecom Services. The functions of the Department of Telecom were assigned to the company on October 1, 2000, to be performed throughout the country, excluding Mumbai and Delhi. However, the origin of the company can be discovered in the British Indian period itself, when the telegraph line was first set up between Diamond Harbour and Calcutta in 1850. Over the years, many transformations have happened in the field of telegraphs and telephones, resulting in the establishment of BSNL. During the formation of BSNL, the central government decided that a collection of initiatives should be provided to ensure that the company's feasibility is not damaged by offering uneconomic services but by catering to socially needed services on the basis of government orders. At present, the company has the vision of being the superior telecommunication service caterer in the country, being customer-oriented by providing quality customer treatment and marketing services and providing reasonable and innovative telecommunication products and solutions to various groups of customers. In the telecom and information technology sector of India, BSNL is the only player catering to various services in such a way as to eliminate the regional digital divide through different focused endeavours and systematic actions. Moreover, unlike other players in the field, BSNL has a far-reaching network that covers each and every nook and corner of the nation (Gopinath, 2016).

BSNL is headquartered in New Delhi and has built vast telecom networks nationwide. Currently, the company focuses on augmenting the installed networks,

building new networks, implementing innovative telecommunication services by using information and communication technologies, especially in villages and achieving its customers' trust. The networks of BSNL are currently spread out over 602 districts, 7330 towns or cities, and 5,60,000 villages in the country.

The company is wholly owned by the government of India, with a nominal capital of Rs. 1,50,000 crores, of which Rs. 38,886.44 crores were paid. The paid-up capital consists of equity and preference share capital with amounts of Rs. 31,386.44 crores and Rs. 7,500 crores, respectively. During the financial year 2022-23, the company gained a total audited revenue of Rs. 20,699 crores. Due to the sanctioned capital funding caused by spectrum costs, it is expected that the authorized capital of the capital will be enhanced to Rs. 2,10,000 crores from Rs. 1,50,000 crores. BSNL provides many services with extensive experience in the sector, such as planning, network integration, installation, maintenance of switches and transmission of networks. Furthermore, there is a Telecom Training Institute under the company with the certification of ISO 9000.

The chairperson and Managing Director is the highest HR position in the company and should be a gazetted officer in the group 'A' of the central civil service of Indian Communication Finance Service (ICFS) or a gazetted officer in the group 'A' of Indian Telecommunication Service (ITS). At present, the company consists of both executive and non-executive employees. As per the records of June 2024, the total number of employees in BSNL is 56,820, out of which Executive employees stood at 29,548 and non-executive employees stood at 27,272 (Distribution of Group-wise staff strength of BSNL). Executive employees include managerial and administrative positions responsible for strategic policy-making, missions, and various functions of top-level management. Non-executive employees perform various day-to-day operational tasks. Intending to enhance employees' abilities and expertise and make them adaptive to the latest innovative technologies, the company allocates funds for continuing professional training and development programs.

The company witnessed substantial growth in the initial years; for instance, the yearly income at the end of March 2007 stood at around Rs. 40,000 crores. Afterwards, the company faced various obstacles, such as cutthroat competition and

price war due to the entrance of many private telecom companies. As a result, BSNL experienced an exponential decrease in its market share by 2022 and registered continuous losses over time. BSNL secured the fourth position in terms of mobile telecom network in the country, with mobile subscriptions of 88.94 million as of April 2024. The government has undertaken various endeavours, such as merger schemes and spectrum allocation, to resuscitate BSNL. The government proposed a Production Linked Incentive program to promote domestic telecommunication products and services, which also benefited BSNL. The company offers services such as internet, landline telephone facilities, broadband networks and internet protocol television. Furthermore, the enhancement and growth of BSNL are expected as a result of various innovative actions such as those of BharatNet and Digital India.

3.2.3.2 Reliance Jio (Reliance Jio Infocomm Limited)

To strengthen the digital life of Indians with economical and comfortable access to the networks, Reliance Jio was introduced in India in 2016. The company's launching enabled the application of the best and most innovative digital systems available in the world. Not only has a virtual revolution been brought to India with the emergence of Jio, but it is also likely to decide how the country will determine and mould the upcoming digital world. India's telecommunication history can be categorized as pre-Jio period and post-Jio period. India's rank in terms of mobile internet usage was 155 before the emergence of Jio. However, after the arrival of Jio, within one year, the country secured first rank with an explosive leap and jump in mobile data consumption in the world by surpassing developed countries such as the UK and USA. At present, Jio is the prominent telecommunication service provider in the country and the second most distinguished service provider in the globe. Jio delivers a variety of telecom services, such as fibre, connectivity, wireless devices, applications, and corporate digital solutions. It runs a country-wide long-term evolution technology by covering all 22 telecommunication circles.

The company aims to make an environment of digital solutions and services for 1.4 billion people in India by developing a network covering the whole of India and distribution chain characterized by profound technological proficiencies to provide services to individual consumers, homes, entrepreneurs, small and medium

scale businesses and large organisations. The fundamental aspect behind this is to offer top-quality internet connectivity solutions and services to all. The Jio customers have experienced incomparable benefits and services since the company has accomplished its scheduled 5G rollout nationwide. Jio's fixed broadband infrastructural facilities are being transformed rapidly in India through JioAirFiber and JioFiber services. The company's explosive growth has also created several job opportunities in the sector.

Jio operates under Jio Platforms and has a headquarters situated in Navi Mumbai. Jio was initially registered as Infotel Broadband Services Limited (IBSL) in Gujarat on February 15, 2007. Afterwards, 95% of its shares were acquired by Reliance Industries Limited in 2010. In 2013, the name was rebranded as Reliance Jio Infocomm Limited. The company's soft launch was a beta version for its partners and employees on December 27, 2015. It launched publicly on September 5, 2016, by providing free-of-cost internet and voice services until the end of March 2017. The launch of Jio was a remarked milestone in Indian telecom history since the company possessed 16 million subscriptions within months after its emergence, and it surpassed the benchmark of 50 million subscriptions within 83 days of its commencement. Later, its subscription base surpassed 100 million in February 2017 and became 130 million subscriptions by October of the same year. In 2018, the company introduced two innovative products, namely JioFi, which enabled 4G internet access through a portable Wi-Fi modem, and Jio Phone 2, which aimed to increase the number of users with 4G technology. Jio Fiber was introduced in 2019 to offer fibre broadband internet solutions, especially for homes and business organisations. Android phones, namely JioPhone Next, were introduced with innovative attributes such as 4G network accessibility, a smart camera, voice assistance, touch screen, etc., in association with Google in 2021. A new operating system meant exclusively for Jio phones was designed by Jio and Google in the same year. 5G network technologies were introduced under Jio in October 2022 by delivering the services in Chennai, Mumbai, Kolkata and Delhi. The number of cities where Jio's 5G services were available increased to 365 by March 2023 and again to more than 2,500 cities by April 2023. As of August 2023, the rollout process of Jio's 5G services was completed throughout the country before the stipulated period.

The company attained an operating income of Rs. 1,00,119 crores in the financial year, including an increment of 10.3% from the previous year (Rs. 90,786 crores). This explosive growth was caused by an increased number of new subscribers in the industry regarding wireless and fixed networks, enhanced organisational services and incremented average revenue per user, resulting in an improved subscriber base. Since there is an exponential enhancement in customer involvement using the Jio network, the company has registered an approximate monthly internet consumption of 14 exabytes by the end of March 2024. Furthermore, while considering individual internet consumption, an explosive increase is found as average individual internet consumption is 28.7 gigabytes and voice usage is 1,008 minutes per month by the end of March 2024.

The company is expected to contribute significantly to the country's future digital transformational process, especially in areas of digital networking, socio-economic development, and technological enhancements. Since Jio's 5G technology has covered the country extensively and enabled quick-fire data accessibility, it is expected to augment various digital solutions, improve user satisfaction, and promote industrial development. Moreover, it is expected to bridge the gaps of the digital divide completely by supplying this quick-fire internet to all classes of society and geographical areas, irrespective of rural and urban. The empowerment and enlargement of small and medium-categorized organisations is also expected since Jio delivers cost-effective digital services to them. The company also creates immense job potential by expanding digital infrastructural facilities and solutions. Various customer-oriented solutions, such as agreements with big global technological brands like Microsoft, Meta, and Google, are also anticipated to boost Jio's overall efforts in offering services and intensively encourage transformational changes in India.

3.3 The Evolving Landscape of HRM: Practices, Perspectives, and Models

Human resource management emphasizes the workforce in an organisation. An organisation's success largely depends on its workforce's productivity and efficiency; hence, employees are regarded as one of the major elements of any organisation. Employees' efficiency can be ensured by recruiting and motivating them properly. Furthermore, employee satisfaction can be created by applying adequate and

effective human resource practices, leading to their committed performance to fulfil customer requirements (Stewart & Brown, 2020). In this century, HRM is regarded as a process in which overall organisational objectives are attained by employing skill sets and proficiencies of employees (Prasertsri, 2012). The HR department in any organisation must emphasise employee-related aspects more since their role is an inevitable part of its overall success (Tzafir et al., 2004). Nowadays, constructive and productive human resource management is required in every organisation in this dynamic organisational environment and competition since many complex issues are related to human resource management. Every business organisation must design its strategies and policies to align with global aspects because human capital is currently considered the core element of making a competitive advantage (Rowden, 2002).

3.3.1 Understanding Human Resource Management

Human resource management is a strategic process by which an organisation's workforce is adequately managed to achieve its objectives. It consists of diversified activities such as:

- **Recruitment**–Searching for and inviting qualified and potential candidates for job positions.
- **Hiring** – Choosing the apt candidate for the concerned position.
- **Training** – Enhancing skill sets and proficiencies of employees.
- **Compensation** – Providing various benefits to employees.
- **Retaining** – Maintaining employees’ long-lasting stay in the organisation.
- **Motivating** – Making employees encouraged and dedicated.
- **Policy Development** – Formulating policies with a view to safeguard the interests of employees and legal compliance.
- **Employee Relations** – Managing disputes among employees and taking remedial measures.

- **Performance Management** – Assessing employees’ performance in regular intervals.

The term ‘human resource management’ has been defined by different scholars differently; however, the fundamental substance of the term is the way of administering the workforce in an organisation.

Edwin B. Flippo defines - HRM as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational and social objectives are achieved.”

The National Institute of Personal Management (NIPM) of India has defined human resources – personal management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organisation of the men and women who make up enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success”.

In the words of **Dessler** and **Varkkey** “human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness, concerns” (Dessler, 2014).

The definition given by **Michael J Jucius** for human resource management is “the field of management which has to do with planning, organizing, directing and controlling the functions of procuring, developing, maintaining and utilizing a labour force, such that the (a) objectives for which the company is established are attained economically and effectively, (b) objectives of all levels of human resource are served to the highest possible degree, (c) objectives of society are duly considered and served”.

According to **Wendell L. French**, “Human Resource Management refers to the philosophy, policies, procedures, and practices related to the management of people within the organisation”.

As said by **Pigors** and **Myers** “It is a method of developing potentialities of employees so that they feel maximum satisfaction of their work and give their best efforts to the organisation”.

Byars and **Rue** define “Human resource management encompasses those activities designed to provide for and coordinate the human resources of an organisation. Human resource functions refer to those tasks and duties performed in organisations to provide for and coordinate human resources”.

In the words of **Ivancevich** and **Glueck** “Human resource management is the function performed in organisations that facilitate the most effective use of people (employees) to achieve organisational and individual goals”.

3.3.2 Perspectives of Human Resource Management

While discussing the purview of Human Resource Management, the term ‘perspective’ indicates the perspective adopted by HR managers and business enterprises while dealing with their workforce. These perspectives are vital in formulating, executing and monitoring HR-related policies and strategies. The major perspectives regarding human resource management are discussed below.

1. **Normative Perspective** – This concept is based on two concepts, namely, ‘Hard HRM’ and ‘Soft HRM’, considered the cornerstones of human resource management. Hard HRM considers the workforce in an organisation as ‘resources’ and emphasises their optimum utilisation to attain the organisational objectives. It is viewed as the foundation of the traditional concept of workforce management. Hard HRM originated from the Harvard Model, which connects human resource management and organisational strategy. So, in Hard HRM, different operational areas regarding human resources, such as workforce planning, work analysis, selection, remuneration and other benefits, performance assessment, contractual agreements and labour-related laws, are connected to organisational strategy. According to the Hard HRM concept, common organisational goals and interests are prioritised over employees’ individual goals and interests. Soft HRM is viewed as the basis of modern viewpoint on strategic workforce management. According to

this concept, human resources are considered as an organisation's 'valuable assets' rather than mere 'resources'. Employees in an organisation are valued, and it invests in satisfying and motivating them and ensuring their well-being. This concept focuses on organisational growth, conflict resolution and management, culture development, leadership management and relationship creation, which in turn lead to enhanced trust between employees and collaborative employee performance.

2. **Critical Perspective** –This perspective points out some inconsistencies involved in the normative approach. The critical perspective criticizes and questions conventional workforce management practices and their consequences on human resources, business organisations and society. According to a critical perspective, even though business organisations argue that they adopt soft HRM strategies, they actually execute hard HRM strategies. According to a study conducted by Hope-Hailey, even though most business organisations argue that they consider their employees as invaluable assets and offer various practices for employees' well-being, the management executes hard HRM policies and strategies, and moreover, the overall organisational goals and interests are being preferred than those of individual employees (Truss et al., 1997). This approach indicates that HR practices should lead to even-handed, righteous and sustainable results through workforce management.
3. **Behavioural Perspective** – This approach originated from the contingency theory, according to which employee behaviour is considered a mediating factor between the strategies and policies formulated by top-level management and their performance. According to this theory, human resource managers are liable to regulate and manage employees' behaviours to match different policies and strategies to achieve the predetermined performance levels. This perspective emphasises employees' attitudes and behaviours rather than their expertise, abilities and knowledge. An organisation seeking innovation requires human resources to have creative behaviour and habits such as close attention, collaboration, quality concern, risk-taking mentality, etc. In this

regard, workforce managers should foster and develop particular employee behaviours.

4. **System Perspective** -According to this approach, an organisation is considered a system passing through different stages: input, throughput and output. Input includes the functions and activities contributed by human resources. Throughput indicates the stage of transforming these input activities into goods and services. Output is meant for finished products or services which are distributed to the ultimate consumers. A feedback loop can be used to discover and solve discrepancies and ensure that all the functions in each stage are performed well and on time.

Systems Perspective puts forward the following functions of Workforce Management.

- Managing competencies to ensure that the employees possess adequate expertise and abilities to deliver the required input for the organisation.
 - Managing the behaviour and attitudes of employees using performance assessment, compensation mechanisms, and other techniques, which, in turn, lead to employee satisfaction and enhanced productivity.
 - Establishing a system for protecting core technologies from outside influences in closed systems.
 - Creating interactive opportunities to communicate with external systems and entities in open systems.
5. **Agency or Transaction Cost Perspective** - The agency or transaction cost approach within human resource management argues that individuals in group settings inherently tend to diminish their performance and depend on the contributions of their coworkers. Delegating responsibilities from one individual to another inevitably leads to conflicts of interest. In this scenario, human resource management's primary function is to urge for alternate behaviour control methods to mitigate the impact of disputes and minimise organisational costs. The two main strategies consist of tracking employee

behaviour and mitigating work shrinkage through implementing effective control systems and enhancing productivity. They also offer employees incentives, including rewards, inspiration, and happiness at work to improve their performance. The human resource department must implement a strategy that reduces the organisation's transaction costs.

Apart from the above perspectives, many researchers in human resource management have largely followed one of three principal theoretical perspectives: universalistic, contingency, and configurational. These perspectives are also briefly discussed below:

A. Universalistic perspective

Under this perspective, specific practices ought to be more universally effective than others, encompassing employment security, selective recruitment, elevated wages, performance-based compensation, employee ownership, information dissemination, participatory governance, empowerment, self-managed teams, training and skill enhancement, cross-utilization and cross-training, wage compression, and internal promotion.

Evidence indicates that specific HRM approaches correlate more favourably with key organisational performance measures than others. This perspective may be criticised for neglecting a) the existence of alternative practices and b) the contextual factors influencing these practices. These two critiques result in the configurational and contingency perspectives.

B. Configurational perspective

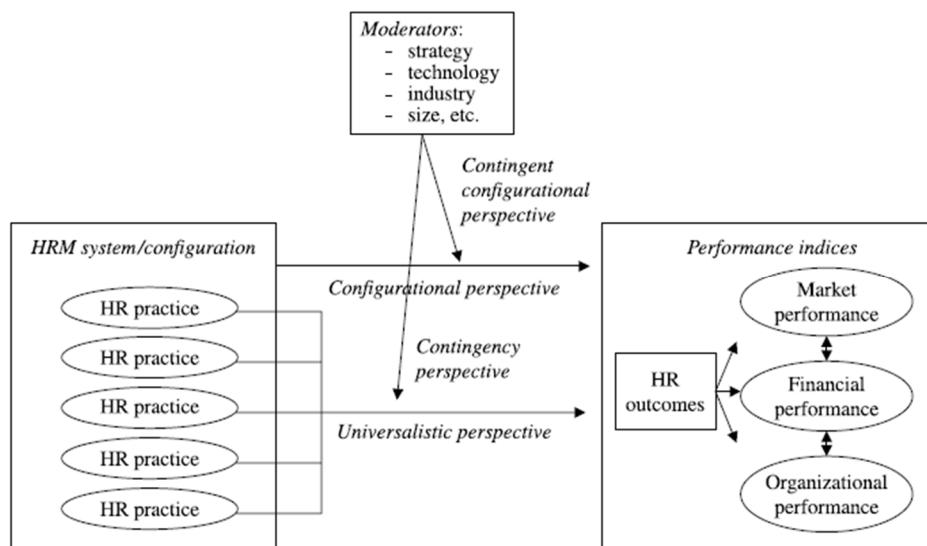
This perspective proposes that a configuration of internally-aligned HRM practices will more effectively account for variations in organisational performance than isolated HRM practices (Delery, 1998). Employees are, ultimately, subjected to multiple practices inside their employment. The efficacy of any singular practice is partially reliant upon its compatibility or incompatibility with other components of the HRM system.

C. Contingency perspective

This perspective claims that HRM techniques, whether applied in isolation (universalistic) or in conjunction (configurational), will achieve optimal effectiveness solely under specific contextual situations. The behavioural perspective is a significant theoretical framework in this area of research. The behavioural perspective proposes that HRM practices influence company performance by inspiring necessary role behaviours for specific organisational contingencies (Jackson & Schuler, 1995). Consequently, organisations should develop HRM systems that promote behaviours consistent with these contingencies.

Figure 3.1

Perspectives on the Relationship Between HRM and Performance



Source: (Lepak et al., 2006)

3.3.3 Models of Human Resource Management

Human resource management models, also called human resource management frameworks, help define the roles and functions of HR managers in an organisation. This framework provides guidance and direction for workforce management and creates a link with workforce strategies. They offer a picturization of workforce management and employee participation in an organisation, which helps

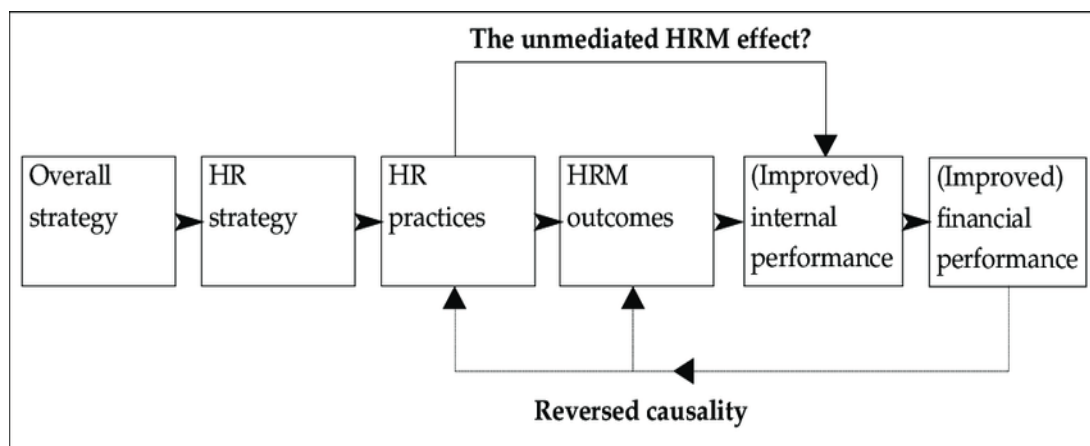
to identify various variables and their interrelationships. HR models act as heuristic instruments that elucidate major HR practices' characteristics and importance. The ultimate goal of developing such models is to assist organisations in managing their employees efficiently and productively to attain their goals. These models allow HR practices to be aligned to suit the organisation's overall objectives. Many HR models have been developed worldwide to strengthen the execution of HR practices in business organisations. Human resource managers have to enhance their managerial abilities and keenness by clearly understanding various HRM frameworks and their underlying theories. Some of the universally recognised models are discussed below.

1. **The Standard Causal Model** –This HRM model is prominent among other well-known HRM models. This model originated from many related models developed during the 90s and early period of 2000s. This model illustrates the pattern of alignment of HR practices suited to the organisational strategic policies, resulting in enhanced organisational performance. Based on this model, it can be described that human resource management in an organisation is said to be fruitful only if the HR strategy is formed aligning with the overall business strategy. This framework depicts a contributing sequence of how human resource management mechanisms influence organisational performance. This sequence begins with formulating an organisational strategy, which impacts the development of workforce policies and strategies. The sequence finishes with the enhanced internal and financial performance of the organisation. For instance, various HR practices such as recruitment, training and development, performance evaluation, remuneration, etc., bring positive results such as work dedication and loyalty, quality outcomes, participation, etc. These results lead to enhanced internal performance, which positively impacts the organisation's financial growth, such as increased profits, turnover and return on investment. The direction in this sequence is not always promised to be in the same pattern. Internal performance may be enhanced due to the direct impact of an HR practice. For instance, effective training and development programmes may directly lead to enhanced organisational performance without impacting HR outcomes. Moreover, in

some cases, if an organisation has sound financial results, it makes further investments in workforce practices to improve its outcomes. If an organisation shows strong and efficient performance, employee participation will increase, and such participation is considered an HR outcome.

Figure 3.2

The Standard Causal Model



Source: (DeCenzo et al., 2016).

2. **The 8-Box Model by Paul Boselie** - Paul Boselie's 8-box model explores the eight external and internal elements that affect the efficacy of HR practices (Boselie & van der Heijden, 2024). This model commences by recognising the four external factors that impact organisational HR practices:

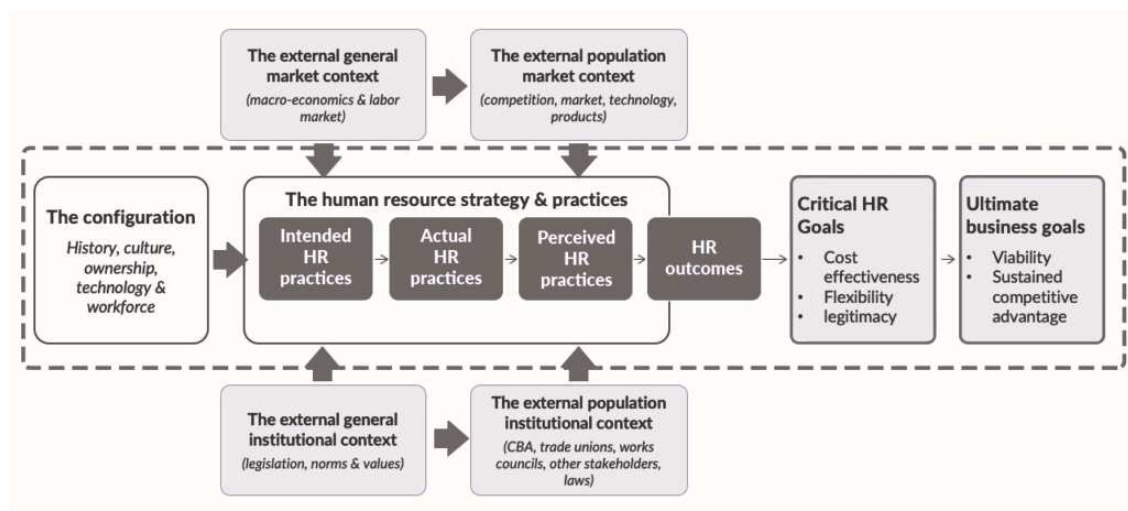
- External general market context
- External population market context
- External general institutional context
- External population institutional context

A deficiency of specific skills in the market affects how organisations source, acquire, and employ in contrast to many competent candidates. In the institutional framework, rules, labour groups, and works councils govern the operations and methodologies of HR. Four key elements illustrate the evolution of HR's influence on the organisation:

- **Configuration** – The company's heritage, culture, and technology collectively shape HR's communication of its objectives and the efficacy of its policies.
- **HR strategies and practice** comprise four components:
 - Intended human resource practices: Purpose for recruitment, training, etc.
 - Actual HR practices: The execution of these practices.
 - Perceived HR practices: The manner in which employees interpret organisational activities.
 - Human Resource outcomes: Outcomes of the perceived Human Resource practices.
- **Critical HR goals** - The aforementioned tactics result in outcomes like cost-efficiency, adaptability, and legitimacy, among others.
- **Ultimate business goals** - These results enhance the organisation's sustainability, namely revenue market share and market capitalisation.

Figure 3.3

The 8-Box Model

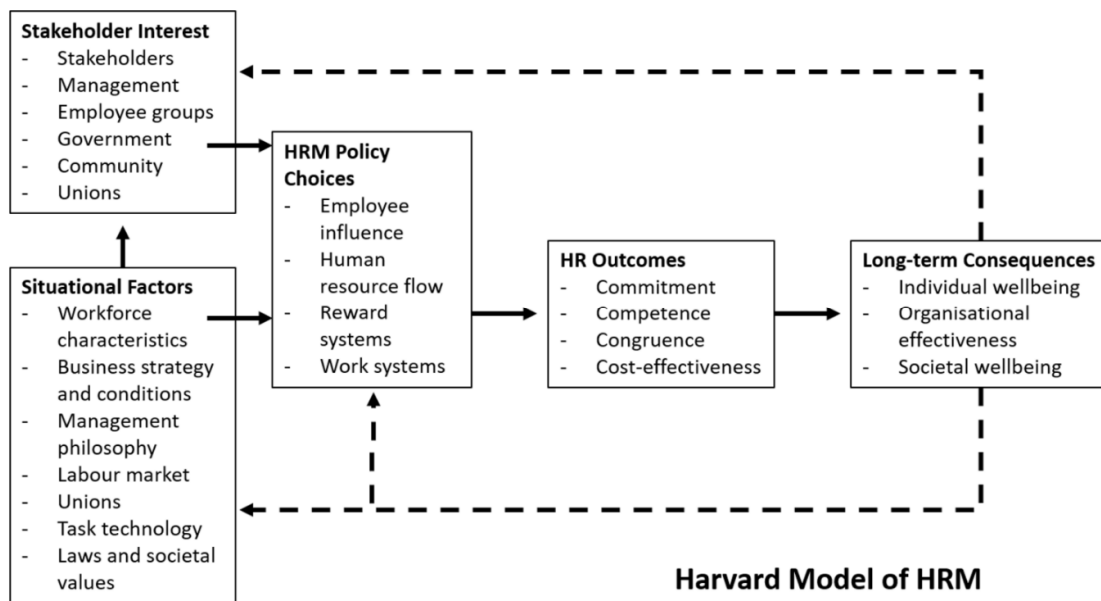


Source: (Boselie & van der Heijden, 2024).

3. **The Harvard Model of HRM** - The Harvard Model of Human Resource Management was developed by Michael Beer in 1984, with contributions from Paauwe and Richardson in 1997. It adopts a comprehensive human resources approach and encompasses several outcome levels.

Figure 3.4

The Harvard Model of HRM



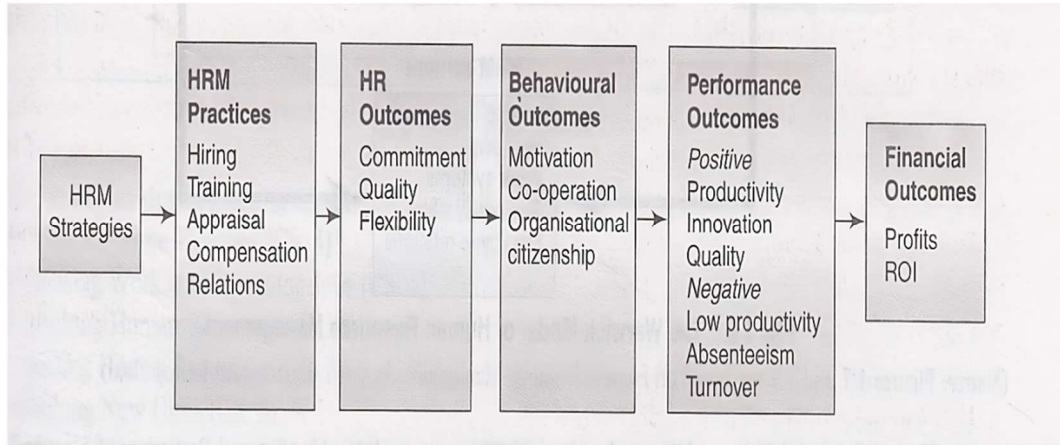
Source: (Beer, 1984).

This model consists of five elements:

- **Stakeholder Interest** - It commences on the left, with stakeholder interest. The stakeholders encompass shareholders, management, employee groups, government entities, and others. These motives determine the HRM strategies.
- **Situational Factors** - In addition, situational circumstances affect these interests. Situational considerations encompass workforce attributes, unions, and additional elements integral to the 8-box model.
- **HRM Policies** - Situational factors and stakeholder interests affect HRM policies. These encompass key HR functions, including recruitment, training, and compensation systems.

- **HR Outcomes** - Effective HRM policies result in favourable HRM outcomes. These encompass the retention above, cost-effectiveness, commitment, and proficiency.
- **Long-term Consequences** - Positive HRM outcomes result in lasting consequences. These may be categorised as oneself, institutional, and social.
- 4. **The Guest Model** - This model was designed by David Guest in 1997, which explains the strategic applications of workforce management and distinguishes strategic workforce management from conventional HRM practices. This model suggested the incorporation of both the hard and soft perspectives of HRM with a view to attaining the organisation's overall objectives on the basis of strategic plans and policies. This model focused on the effect of HRM on organisational outcomes and performance and confirmed that organisational behaviour significantly contributes to attaining positive performance results. This model puts forward a sequence consisting of six elements that are interconnected and aligned in line with the organisational strategy.
- **HR Strategies** - HRM begins with certain strategies aligning with the overall organisational objectives.
- **HR Practices** – Various HR practices are followed with a view to executing the predetermined HR strategies.
- **HR Outcomes** – The implemented HR practices may result in certain immediate HRM outcomes.
- **Behavioural Outcomes** – The immediate outcomes may bring the behaviours in demand, such as mutual cooperation, motivation, etc.
- **Performance Outcomes** – The behavioural changes in employees may lead to their increased performance.
- **Financial Outcomes** – Enhanced performance of the employees definitely results in improved financial performance for the organisation.

Figure 3.5
The Guest Model

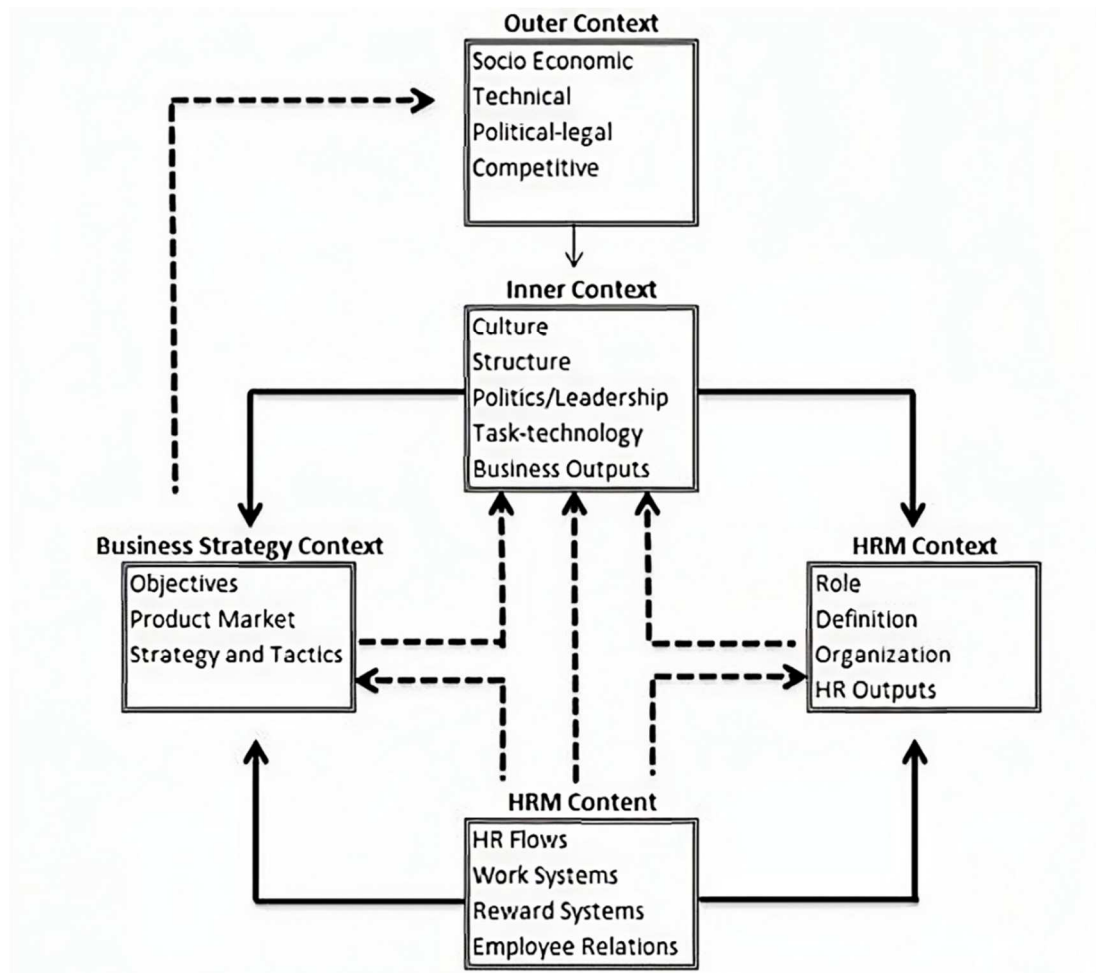


Source: (Guest, 1987).

5. The Warwick Model

A significant model of HRM was established by scholars Hendry and Pettigrew from the University of Warwick at the beginning of the 1990s. Although identical to the Guest and Harvard models, this model offers an additional viewpoint on aligning HRM processes with external and internal settings. It offers a framework for examining the impact of external environmental variables on the organisation's internal dynamics in relation to HRM.

Figure 3.6
The Warwick Model



Source: (Hendry and Pettigrew, 1990).

The model consists of elements such as outer context, inner context, business strategy, HRM content and HRM context. The outer context contains the macro-environmental elements such as political, economic, sociological, technical, legal and environmental factors that affect HR policy. The Inner context affects HR policies and practices and is subject to impact from the outer context; the inner context contains the internal factors, including company culture, technological advances, and leadership. Business strategy or the strategic intent of the organisation is expressed through company goals and targets, guided by the organisation's internal context and impacted by the external context, which subsequently affects the HRM context. HRM

content contains the HR flows, work systems, reward systems, and employee relations, as well as the HRM context role, definition, organisation, and HR outputs. The Warwick model provides a holistic view of HRM. It focuses on the interconnection of HR strategies with organisational strategies and considers various factors that influence them.

6. The Ulrich Model

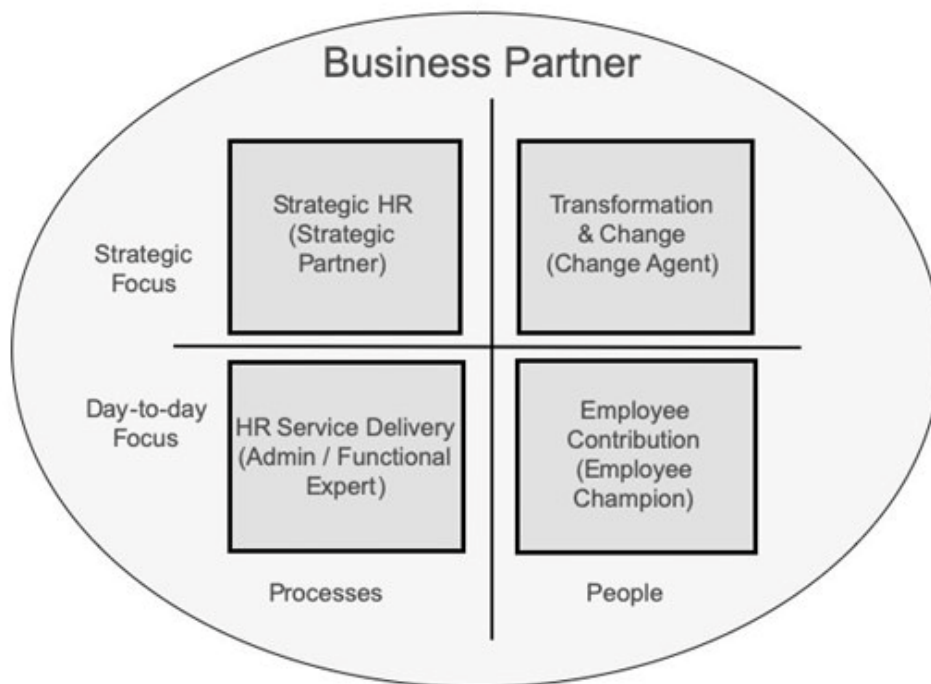
David Ulrich introduced the Ulrich model in his book *Human Resource Champions* (Ulrich, 1996), which explores four essential responsibilities that the HR department should presume: strategic partner, change agent, administrative expert, and employee champion.

- **Strategic Partner:** concentrates on aligning the HR operations and initiatives. Here, the partner links strategies with business outcomes while promoting a systems-oriented approach centred on the consumers. Additional responsibilities comprise communicating HR objectives to the workers and fostering ease and productivity within the workplace.
- **Change Agent:** works to facilitate the transformation and transition of a business by emphasising human capital within the organisation. A change agent possesses a profound comprehension of organisational cultures, enabling them to institutionalise the capacity for change. The training equips employees with the requisite skills necessary for evolving business objectives and job responsibilities.
- **Administrative Expert:** formulates an effective and efficient HR procedure. They are responsible for designing processes that match the specific demands of organisations in a cost-effective manner. The experts remain informed about modifications in legislation, regulations, occupational health and safety standards, and other labour and trade laws.
- **Employee Champion:** These HR professionals are responsible for developing a skilled and committed workforce with a heavy emphasis on enhancing human capital contributions. These individuals must understand employee

requirements and the actions the HRM should undertake to fulfil those needs. Employee Champions promote employee opinion, ensuring they feel acknowledged and valued in the workplace. They assist in implementing processes and practices that guarantee safety, contributing to workers' overall well-being and satisfaction, which ultimately benefits the organisation.

Figure 3.7

The Ulrich Model



Source: (Ulrich, 1996).

This is often referred to as the Ulrich HR Business Partner model. The roles above need not correspond to specific job titles, and HR professionals may do one or more of these roles within their responsibilities. The strategic partner role in that framework facilitated HR's evolution from a purely administrative and operational function to a key player in attaining organisational objectives. In this strategic partnership, Human Resources collaborates with the top management to integrate personnel policies into the broader corporate plan. In 2005, Ulrich updated his four-role business partner model by elaborating on the functions and included a fifth role.

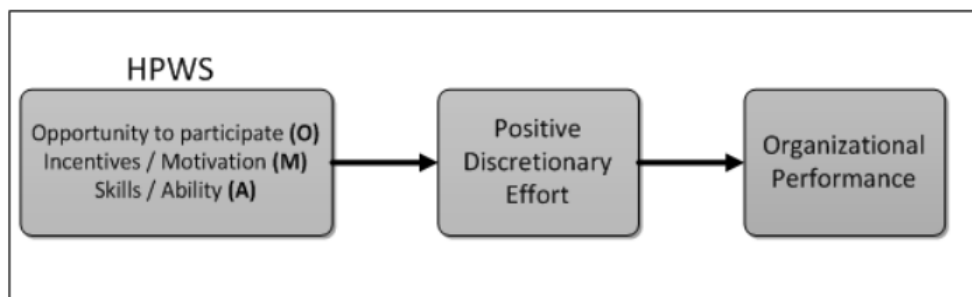
The five responsibilities include Employee Advocate, Human Capital Developer, Functional Expert, Strategic Partner, and HR Leader.

7. AMO Model of Performance

The AMO framework, put forward by Bailey in 1993, proposes that fostering employees' discretionary effort requires three elements: requisite skills, adequate motivation, and employers' participation opportunities. This model, guided by the concept of high-performance work systems (HPWS), was subsequently refined by Appelbaum, Bailey, Berg, and Kalleberg (Appelbaum, 2000a). The name of the model represents three interconnected elements that enhance employee performance: individual ability (A), motivation (M), and the opportunity to participate (O). The model claims that individuals excel when they possess the requisite capabilities, sufficient motivation, and a work environment facilitating participation.

Figure 3.8

AMO Model of Performance



Source: (Appelbaum, 2000b)

The Ability, Motivation, and Opportunity (AMO) theory is widely utilised in human resource management (HRM) to explain the complicated link between management practices and performance outcomes. It is widely acknowledged that a combination of an individual's ability (A), motivation (M), and opportunities (O) may quantify their performance (P), represented as $AMO = P$. Despite the ambiguity in the usage of this formula, HRM scholars have recently employed the AMO framework to indicate that the relevant HRM practices affect an individual's ability, motivation, and opportunity, resulting in performance-related outcomes. Employee capability may be

enhanced by training, motivation may be fostered by performance-based compensation, and the opportunity for participation may be affected by self-driven team membership. Implementing such HRM practices is ambiguous, and a definitive strategy for fulfilling the vision of AMO remains unattainable. Nonetheless, when considered comprehensively as a human resource management system, the cumulative impact of practices enhances outcomes such as employee efficiency, teamwork, or organisational profitability. The AMO framework may additionally be employed to comprehend the behavioural interactions between personnel management initiatives and prospective performance enhancements (Purcell et al., 2003). The AMO theory categorises many practices into three distinct aspects of performance predictors and proposes that combining these factors can facilitate predicting several performance outcomes.

The following two aspects of the AMO study have been emphasised: the first differentiates AMO variables at the personal level, while the second examines AMO variables at the organisational level. However, there is a third, less prevalent stream that combines individual and organisational-level variables. Individual-level AMO factors encompass personal traits that enhance individual performance (Blumberg & Pringle, 1982). AMO indicators at the organisational level of study refer to AMO-enhancing HRM practices aimed at enhancing performance, which can be consolidated at the organisational level. AMO is seen as a superior notion that facilitates the categorisation of diverse factors into three distinct dimensions of performance antecedents, indicating that the interplay of these elements may aid in forecasting performance. The flexibility of the AMO framework has led to its considerable application by scholars across several study contexts.

Prior to 2000, the AMO framework was regarded and implemented as an individual-level framework, yet its application to HRM systems is now increasingly utilised to elucidate aggregate-level results, such as organisational or company performance. Consequently, it is frequently utilised in the HRM domain through the AMO-enhancing HRM practices model, facilitating the examination of the 'black box' between high-performance work systems (HPWS) and performance. The underlying

idea is that specific HRM practices can be integrated as sub-bundles inside a comprehensive HRM system to improve employees' AMO and subsequent performance. Ability-enhancing HRM practices, also referred to as skill-enhancing HRM practices (Gardner et al., 2011; Jiang et al., 2012; Subramony, 2009) or competency-enhancing HRM practices (Chuang et al., 2016), are employed to augment employees' skills and abilities. Motivation-enhancing HRM practices are introduced to elevate employee motivation. Opportunity-enhancing HRM practices are employed to strengthen employees' potential for performance (Jiang et al., 2012). These sub-bundles are referred to as empowerment-enhancing HRM practices (Gardner et al., 2011; Subramony, 2009).

3.3.4 HR Practices in the Telecom Sector

Nowadays, HR practices followed in the Indian telecom sector are designed in line with the unique requirements of each organisation in the industry. Since BSNL is a public sector telecom company, it has adopted traditional HR practices such as high pay scale, liberal leave procedures, and employment stability. The company faces difficulties implementing advanced HR practices such as continual learning and employee involvement. Meanwhile, Reliance Jio, representing private telecom counterparts in India, uses a livelier technology-driven practice that involves quicker on boarding, professional development, and collective decision-making. Jio promotes local recruitment, dedicated training and retention tactics for an adaptable work environment.

In the service sector, the employees recruited must maintain frequent communication and interaction with existing and potential subscribers. So, telecom companies search for candidates with specialised technical expertise, familiarity with telecom technologies, and various soft skills. Since the sector is changing rapidly, companies must keep their employees updated on those changes by providing various learning opportunities. Learning programs such as executive education programs, middle leader programs, smart campus management, part-time or distance learning schemes and e-learning programs help employees cope with the changes and create a learning environment in the organisation. Field courses and training centres act as a

basis for the training and development of telecom employees. The workers are updated periodically through customer service training, 5G technology training, and corporate training programs. Performance appraisal measures technological competencies and various timelines for project delivery. There is a general belief that the public sector has more secure and stable job positions than their private counterparts. However, the recent happenings denote that public sector employees are facing concerns because of past layoffs due to policies such as voluntary retirement schemes. In contrast, the private sector company, especially Jio, initiated extensive growth and expansion to different geographical areas, which ensures job security and creation of new work roles. While considering the promotion practices, notable differences are observed in the procedures between public and private telecom organisations. The public sector promotes employees based on pure merit and grade services. Meanwhile, the private sector relies more on the tenure of employees and organisational policy for the positional growth of employees. Individual performance, contributions, and target attainment are considered an additional measurement scale to decide whether or not they should be promoted.

In today's competitive landscape, leveraging information sharing and always innovating is essential for organisational success. Consequently, the domain of human resource management must invest significant effort in comprehending how to improve information dissemination throughout the organisation (Matošková&Směšná, 2017). BSNL uses both traditional and modern methods of information-sharing; the company has formal channels and meetings for sharing knowledge, and it ensures that all employees are updated on various company policies. Additionally, digital tools and techniques have been promoted in recent years. Compared to BSNL, Jio is a more modern approach to implementing digital tools and platforms for information sharing among employees, and they use specially designed applications for regular and timely updates and collaborative tools to ensure the smooth flow of information across various teams. Employee Participation describes initiatives and techniques undertaken to bring together employees constructively to achieve a shared objective. Adequate initiatives and programs are implemented by BSNL in order to encourage employee engagement in decision-making processes, feedback provision, and

participation across different committees and forums. Jio fosters a culture of open interactions and committed involvement. Employees are advised to express their thoughts, participate in discussions, and get involved in brainstorming sessions. This collaborative method helps in stimulating innovation and constant growth.

3.4 The Dynamics of Job Satisfaction in the Workplace

Job satisfaction is the degree to which people like and value their jobs. It is also known as "well-being at work." It represents a subjective judgement of the employee's behaviour in relation to his employment, either in general or in terms of its characteristics. There is no commonly acknowledged definition of employee satisfaction. However, there are various definitions of job satisfaction in the literature. Job satisfaction varies depending on personal attributes, needs, values, sentiments, and expectations. Job satisfaction differs between organisations due to differences in working environments, job characteristics, employee opportunities, and working environment (Hasan et al., 2011). Job satisfaction can be defined as an employee's good attitude towards their company, co-workers, and job (Sypniewska, 2014). Employee happiness is influenced by various factors such as job supervision, compensation and conditions, appraisal, promotion processes, and co-worker relationships (Hackman & Oldham, 1976).

3.4.1 A Short History of the Field

The concept of job happiness originated in industrial psychology and management studies. Its roots can be traced back to the 1930s Human Relations Movement when Mayo and colleagues argued that workers' feelings and emotions at work were important predictors of their productivity and union militancy (employers were eager to boost the former while suppressing the latter). This sparked a surge of interest in assessing employees' job happiness, resulting in a growing number of articles on the subject, albeit with little attempts at theorisation. In the 1950s, Herzberg and colleagues created the two-factor hypothesis, which proposed an asymmetry in the drivers of job satisfaction and discontent. According to this theory (Herzberg, 1965), satisfaction is primarily determined by attributes that generate motivation in workers, such as creativity, achievement, or recognition (also known as intrinsic job

attributes), whereas dissatisfaction is primarily determined by what Herzberg referred to as hygiene factors, which are extrinsic attributes such as pay and working conditions. Herzberg's theory is still influential today, but around the 1970s, it began to be displaced by theories arguing that not all workers had the same preferences, expectations, or values about their jobs, and thus the same job attributes could result in different levels of satisfaction. Later proposed a model (Lawler & Porter, 1967) that takes into account both expectations and actual outcomes for various job attributes, whereas (Locke & Latham, 1990) argued that the relative importance (or value) that each worker attaches to a specific job attribute influences the impact that such attribute has on her satisfaction. Around this time, the first social theories on job happiness emerge. Some researchers (Goldthorpe & Lockwood, 1968) argued that an understanding of the meanings (what they called work orientations) that individuals attach to their work was required for job satisfaction analysis; thus, workers with an instrumental orientation towards their work could be satisfied even if their jobs provided little intrinsic reward. This method was further enhanced by (Kalleberg, 1977). A few years later, economists began to consider job satisfaction seriously as an economic indicator, albeit with some reluctance that has not gone away entirely. In the late 1970s, it was suggested that work satisfaction is a good predictor of labour market mobility and is linked to major labour market characteristics like unionism. The importance of job satisfaction research in economics has developed alongside the field of happiness studies, which is clearly related.

3.4.2 Theories and models of job satisfaction

Job satisfaction is a multidimensional notion that has been thoroughly researched. Here are some important theories and models:

Job happiness has been a focus of research for decades, yielding a variety of ideas and models that shed light on what makes employees happy in their professions. **Maslow's Hierarchy of Needs** is a core theory that holds that people have five levels of needs: physiological, safety, love/belonging, esteem, and self-actualization. According to Maslow, job satisfaction occurs when these demands are met in the

workplace. For example, proper remuneration might meet physiological needs, whereas employment stability addresses safety needs (Maslow, 1943).

Herzberg's Two-Factor Theory delves deeper into job happiness by categorising aspects as either hygiene or motivators. Hygiene elements, such as wage and working circumstances, may not always improve satisfaction but might lead to unhappiness if not present. When present, motivators such as achievement and acknowledgement have a major impact on job satisfaction (Herzberg, 1965). This approach emphasises the significance of addressing both extrinsic and inner variables in the workplace.

According to Hackman and Oldham's **Job Characteristics Model**, five key job factors determine job satisfaction: skill variety, task identity, task relevance, autonomy, and feedback. Jobs that integrate these dimensions are more gratifying because they give people meaningful work, independence, and clear feedback on their performance (Hackman & Oldham, 1976). Adams proposed **Equity Theory**, which focuses on the concept of workplace fairness. Employees compare their efforts (experience, education) and outcomes (pay, benefits, and recognition) to those of others. When employees perceive injustice, it can contribute to job discontent (Jr, 1965). This theory emphasises the importance of perceived fairness in ensuring job satisfaction.

According to **Vroom's Expectancy Theory**, job satisfaction is based on the expectation that effort will lead to performance, and performance will result in desired outcomes. The theory is composed of three parts: anticipation (the idea that effort leads to performance), instrumentality (the belief that performance leads to rewards), and valence (the value placed on the rewards) (Johnsen, n.d.). This paradigm emphasises the need to match employee expectations to organisational rewards. According to the **Dispositional Approach**, an individual's personality attributes influence job happiness. Some people are inherently more content with their jobs because of their positive attitude and disposition (Judge & Bono, 2001). This approach emphasises the importance of individual characteristics in determining job happiness.

Employers who understand and use these theories and models can create a more happy and productive work environment, which benefits both employees and organisations.

Deci and Ryan established **Self-Determination Theory (SDT)**, which examines the extent to which human behaviour is self-motivated and self-determined. The idea focuses on three core psychological needs: autonomy, competence, and relatedness. When these demands are met at work, employees are more likely to be satisfied and motivated. According to **Social Exchange Theory**, the quality of social interactions and connections at work has an impact on job satisfaction. According to the hypothesis, positive interactions and reciprocal relationships result in greater job satisfaction. Weiss and Cropanzano's **Affective Events Theory (AET)** examines how workplace events influence employees' emotional reactions, which then affect job satisfaction and performance. According to AET, both positive and negative workplace events can have a major impact on job satisfaction.

Core Self-Evaluations (CSE) are a person's basic assessments of oneself, which include self-esteem, generalised self-efficacy, locus of control, and emotional stability. Individuals with good core self-evaluations are more likely to experience job satisfaction. **The Person-Environment Fit Theory** proposes that job happiness is impacted by an individual's compatibility with their work environment. This idea emphasises the necessity of matching individual traits (e.g., values, personality) with job features (e.g., organisational culture, job demands) to obtain greater job satisfaction.

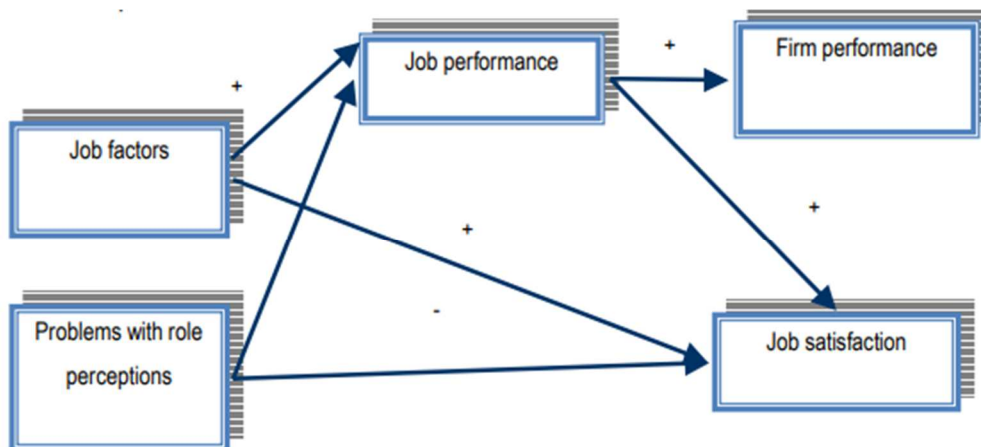
The significance of job happiness becomes particularly evident when considering the numerous adverse effects of job dissatisfaction, such as diminished loyalty, heightened absenteeism, and increased accidents. Spector identifies three key characteristics of job satisfaction. First, organisations should be directed by human values. Such organisations will prioritise equitable treatment and employee respect (Spector, 1997). In such instances, job satisfaction evaluation may be a reliable indicator of employee efficacy. Elevated job satisfaction may indicate a favourable emotional and mental condition among employees. The attitude of employees, contingent upon their degree of job satisfaction, will influence the operations and

activities of the organisation. It can be concluded that job happiness leads to positive behaviour, while job discontent results in negative behaviour among employees. Third, work satisfaction may behave as a measure of organisational performance. Job satisfaction assessments can delineate varying degrees of satisfaction across distinct organisational units, thereby indicating where performance-enhancing adjustments should be implemented.

Christen, Iyer, and Soberman provide a model of job satisfaction illustrated in Figure 3.9, which encompasses the following elements: job-related factors, role perceptions, job performance, and firm performance(Christen et al., 2006).

Figure 3.9

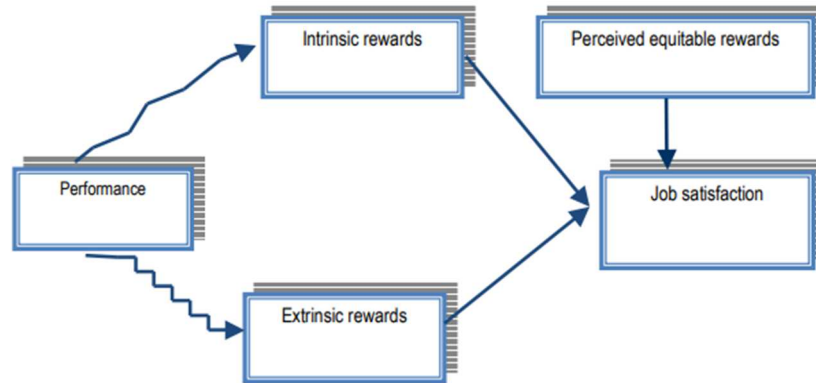
Christen, Iyer and Soberman Model of Job Satisfaction



Source: (Christen et al., 2006).

Lawler and Porter present their model of job satisfaction, which, in contrast to earlier models(Lawler & Porter, 1967), emphasises the significance of rewards on job satisfaction, as illustrated in Figure 3.10.

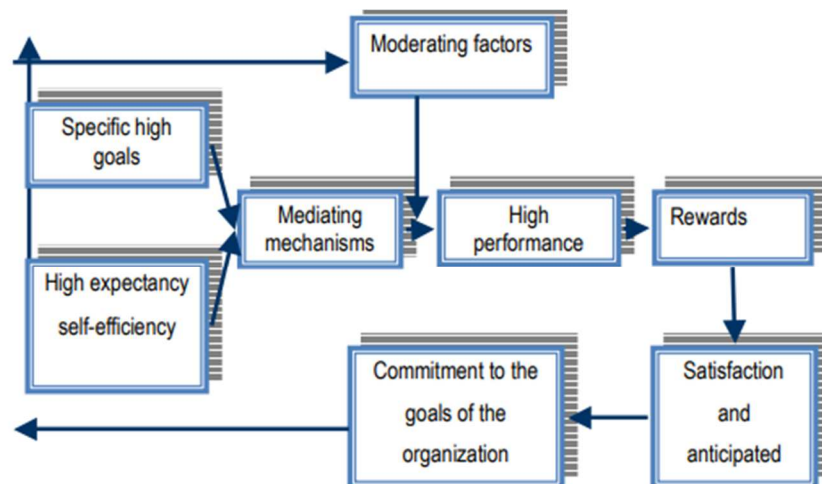
Figure 3.10
Lawler's And Porter's Model of Job Satisfaction



Source: (Lawler & Porter, 1967)

This concept posits that intrinsic and extrinsic rewards are not directly linked to job satisfaction due to employees' judgements of their deserved compensation level. Locke and Latham present an alternative model of occupational satisfaction (Locke & Latham, 1990). They operate under the premise that objectives established at the highest level and elevated expectations for success in work yield achievement and success in job execution. Success is examined as a determinant of job happiness. The model is illustrated in Figure 3.11.

Figure 3.11
Job Satisfaction Model of Locke and Latham



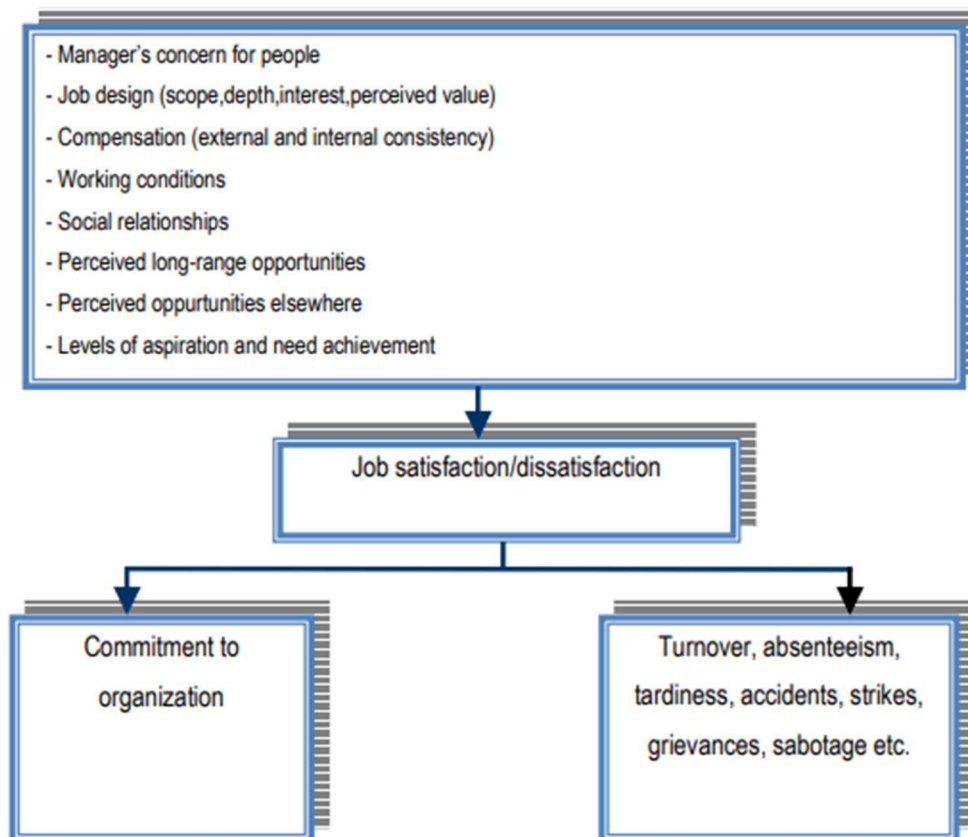
Source: (Locke & Latham, 1990).

3.4.3 Factors of Job Satisfaction

Several aspects, including the nature of the job, salary, prospects for advancement, management, workgroups, and working conditions, influence job satisfaction. Rue and Byars present a distinct perspective on the determinants of job satisfaction (Rue & Byars, 1992), as illustrated in Figure 3.12.

Figure 3.12

Determinants of Satisfaction and Dissatisfaction



Source: (Rue & Byars, 1992)

When discussing elements of job happiness, it is essential to consider that they can also lead to job dissatisfaction. Consequently, are the question of job pleasure and job unhappiness two opposing and excusable phenomena? There is no consensus among authors discussing this problem. Herzberg's Two Factor Theory is arguably the most frequently referenced perspective. The primary concept is that employees at

their workplace are affected by elements that contribute to job satisfaction and those that lead to job unhappiness.

Consequently, all elements identified from extensive empirical studies are categorised into those contributing to job happiness (motivators) and those leading to job discontent (hygiene factors), as presented in Table 3.1.

Table 3.1
Job satisfaction factors, according to Herzberg

Hygiene factors	Motivators
Company Policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
Job security	

Source: (Herzberg, 1976).

3.4.4 Measurement of Job Satisfaction

Job satisfaction research has always been strongly empiricist (and generally quantitative) in nature; in fact, one of the most common criticisms levelled at this research tradition is that it has focused too much on empirically evaluating the correlation between job satisfaction and any possible job attribute or worker characteristic, with little regard for the theoretical foundations or implications of such analyses. In terms of measuring job satisfaction, the fundamental dispute has been whether to use single measurements or distinct measures for different aspects of employment. Each job contains many different features, and the worker does not have to be equally happy with all of them: strangely, this can be used to support both a single and numerous measures. On the one hand, the single measure might be seen as an overall appraisal of the job, with workers averaging good and bad aspects based on their personal preferences. On the other hand, either a single measure or an aggregate measure will tend to conceal interesting nuances in workers' evaluations of their jobs,

reducing the overall variability of the index and making the results more difficult to interpret. In practice, deciding between the two options is frequently determined by the availability of data (many surveys include a single-item standard question on work satisfaction) and the unique study aims.

3.5 Understanding Organisational Commitment: Key Concepts and Theories

Organisational commitment (OC) has gained prominence in industrial/organisational psychology and organisational behaviour (Mathieu & Zajac, 1990). The organisational type of commitment continues to gather the most focus (McElroy et al., 2001). This interest is evident from many studies investigating the correlations between organisational commitment (OC) and its antecedents and outcomes (Mathieu & Zajac, 1990). This considerable emphasis is purportedly since OC is theory-based, broad in scope, possesses strong integrative potential, and may be more controllable than alternative forms (Griffin & Bateman, 1985). Another reason is the belief that organisational commitment can forecast employee turnover more effectively than other work attitudes, particularly job satisfaction (Williams & Hazer, 1986). Furthermore, it has been posited that companies with members exhibiting elevated levels of commitment will demonstrate superior in-role and extra-role performance (Liu & Cohen, 2010) and reduced absenteeism and tardiness (Bateman & Strasser, 1984).

3.5.1 Definitions of Organisational Commitment

Previous studies regarded commitment as a unidimensional component and provided varying definitions. The following section presents many often-referenced definitions of organisational commitment in chronological order.

1. **Becker (1960):** "Side-bet theory" - Individuals are committed to the organisation as long as they hold their positions, irrespective of the stressful conditions they experience.
2. **Schein (1965):** "A sense of loyalty and duty an employee feels towards their organisation."

3. **Kanter (1968):** "The willingness of social actors to give their energy and loyalty to social systems, and their attachment to the social system as a whole."
4. **Porter, Steers, Mowday, & Boulian (1974):** "An attachment to the organisation, characterized by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf."
5. **Buchanan (1974):** "An affective attachment to the goals and values of the organisation, and to the organisation for its own sake, apart from its purely instrumental worth."
6. **Wiener & Vardi (1980):** "Behavioral intention or reaction, determined by the individual's perception of the normative pressure."
7. **Meyer & Allen (1984):** "Affective commitment" - Positive feelings of identification with, attachment to, and involvement in the work organisation. "Continuance commitment" - The extent to which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving. "Normative commitment" - Feelings of obligation to remain at an organisation.
8. **Somers (1995):** "A multi-faceted construct encompassing an individual's emotional attachment, identification, and involvement with the organisation."
9. **Martin & Bennett (1996):** "An individual's willingness to exert effort on behalf of the organisation."
10. **Becker & Billings (1996):** "The psychological bond that characterizes an employee's relationship with their organisation, influencing their decision to remain."
11. **Becker, Billings, Eveleth, & Gilbert (1996):** "A state in which an individual identifies with a particular organisation and its goals, and wishes to maintain membership in order to facilitate these goals."

12. **Guest (1997):** "The extent to which employees are attached to their organisation and believe in its goals and values."
13. **Iverson & Buttigieg (1999):** "The strength of an employee's emotional attachment to, identification with, and involvement in the organisation."
14. **Lee, Carswell, & Allen (2000):** "The psychological attachment felt by an individual for the organisation, reflecting the degree to which the individual internalizes or adopts characteristics or perspectives of the organisation."
15. **Meyer, Stanley, Herscovitch, & Topolnytsky (2002):** "The extent to which an employee identifies with the organisation and wants to continue actively participating in it."
16. **Cohen (2003):** "Organisational commitment viewed as a single dimension, based on an attitudinal perspective, embracing identification, involvement, and loyalty."
17. **Brown (2003):** "A psychological bond that an employee has with their organisation."
18. **Salanova, Agut, & Peiró (2005):** "A psychological state that characterizes an employee's relationship with their organisation, influencing their decision to remain."
19. **Gelens, Dries, Hofmans, & Pepermans (2013):** "Organisational commitment is a psychological state that characterizes the employee's relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation" (Gelens et al., 2013).
20. **Ng (2015):** "Recognizing commitment and identification as distinct constructs, Klein et al. (2012) present them as two bond types on a continuum of psychological involvement with the target, from least to the most: acquiescence, instrumental, commitment, and identification" (Ng, 2015).

21. **Xu & Payne (2016):** "A bond or linking of the individual to the organisation, rooted in the desire to maintain membership due to emotional attachment, perceived costs of leaving, and normative pressures" (Xu & Payne, 2016).
22. **Mueller, Straatmann, & Schefer (2024):** "Organisational commitment is defined as a psychological state that characterizes the employee's relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation" (Mueller, Straatmann, & Schefer, 2024).

3.5.2 Approaches to Organisational Commitment

The increasing interest in OC has likely enhanced the conceptual depth of its definition. This has consequently resulted in several methodologies for assessing this construct (Griffin & Bateman, 1985). Three primary methodologies exist for defining and measuring organisational commitment: the calculative approach, the attitudinal approach, and the multidimensional approach.

I. The Calculative Approach

This approach was based on Howard Becker's (1960) 'side-bet' hypothesis, which describes the accumulation of personal assets that an individual would forfeit or consider insignificant upon exiting the organisation (Becker, 1960). Becker contended that, over time, specific costs accumulate, rendering it increasingly challenging for an individual to extricate themselves from a sustained course of action, such as affiliation with an organisation. The risk of forfeiting these investments and a perceived absence of viable alternatives to compensate for them binds the individual to the organisation. This perspective posits that the individual is tethered to the organisation by external variables, including remuneration and hierarchical dynamics. The loss of friendships and seniority rights may also be a factor when employers are altered. The measure derived from this idea sought to encapsulate the fundamental tenets of this method.

Becker's methodology identifies a strong correlation between the commitment process and the turnover process. It identifies organisational commitment as a significant component in explaining voluntary turnover.

Commitment, as indicated by this research, ought to be assessed by examining the factors that may prompt an individual to depart from their organisation. Becker's methodology and the scales presumed to embody it were embraced by subsequent research as the framework for conceptualising and analysing commitment to the organisation and/or the profession. The side-bet hypothesis was discarded as a primary commitment theory; however, Becker's emphasis on the correlation between commitment and turnover influenced subsequent conceptualisations of organisational commitment (OC) and positioned turnover as the principal behaviour impacted by OC. The impact of the side-bet strategy is seen in one of Meyer and Allen's measures, specifically the continuing commitment scale. This scale was proposed as a means to enhance the evaluation of the side-bet strategy and constitutes one of the three elements of organisational commitment delineated by (Allen & Meyer, 1990).

II. The Attitudinal Approach

The second approach perceives commitment as emotive or attitudinal, referred to as the 'organisational behaviour' (Staw, 1977) or 'psychology' (Near, 1989) approach. It considers the individual as aligning with the organisation and, therefore, dedicated to maintaining membership to achieve personal objectives. The beginnings of this commitment treatment likely stemmed from the research of Porter and his colleagues, which has also been referred to as affective commitment and value commitment. This method established the prevalent metric for organisational commitment, the attitudinal Organisational Commitment Questionnaire (OCQ) presented by Porter and Smith in 1970 (Smith & Porter, 1970).

The emphasis on commitment transitioned from concrete side-bets to the psychological attachment to the organisation. The attitudinal framework proposed by Porter and his associates sought to characterise commitment as a concentrated attitude untainted by other notions like behavioural intentions. Porter and his proponents defined commitment as '...the relative strength of an individual's affiliation with and

involvement in a particular organisation...’ (Mowday et al., 1979). The exchange hypothesis was established as the primary explanation for the commitment process. They proposed commitment as an alternate framework to job satisfaction and contended that commitment may occasionally serve as a superior predictor of turnover compared to job satisfaction.

Commitment was defined by three interconnected elements: (1) a profound belief in and acceptance of the organisation’s objectives and principles; (2) a readiness to invest significant effort for the organisation; and (3) a strong inclination to preserve membership within the organisation. Porter and his colleagues presented an alternative perspective on commitment while maintaining one of the fundamental premises of Becker’s theory, specifically the significant correlation between commitment and turnover. O’Reilly and Chatman contended that the initial component emphasises the psychological foundation of attachment, whereas the subsequent two components are outcomes of commitment rather than precursors to it (O’Reilly & Chatman, 1986).

This scale, referred to as the Porter et al. measure (1974), is recognised as ‘the most visible measure of affective commitment and has garnered extensive acceptance and utilisation’ (Griffin & Bateman, 1985). The instrument comprises 15 items (a condensed version includes nine positively framed items) that represent the three dimensions of commitment as delineated by Porter et al.: the aspiration to retain membership within the organisation, the conviction in and endorsement of the organisation’s values and objectives, and the readiness to exert effort for the organisation. Mowday et al. (1982) and Mowday et al. (1979) established the robust psychometric properties of this measure; however, they observed that the correlations between their measure and certain attitudinal variables, such as job satisfaction and job involvement, were excessively high, compromising acceptable discriminant validity.

III. The Multidimensional Approach

In the 1980s, two prominent multidimensional frameworks were proposed, one by O’Reilly and Chatman and the other by Meyer and Allen. Other

multidimensional techniques existed but had far less influence than the two primary ones (Meyer & Herscovitch, 2001). O'Reilly and Chatman (1986) developed their framework based on what they identified as the flawed condition of commitment research, precisely the inadequate distinction between the antecedents and effects of commitment and the foundations of attachment. Commitment is described as the psychological attachment an individual has towards the organisation, indicating the extent to which the person internalises or adopts the organisation's features or ideas. They contended that an individual's psychological attachment could be anticipated by three distinct factors: (a) compliance or instrumental engagement for particular extrinsic rewards; (b) identification or engagement driven by a desire for affiliation; and (c) internalisation or engagement based on the alignment between personal and organisational values.

O'Reilly and Chatman distinctly differentiated between two stages of commitment: the instrumental exchange process and the psychological attachment process. The compliance aspect that signifies the exchange process results in a somewhat superficial commitment to the organisation. As posited by O'Reilly and Chatman, the profound attachment arises from the psychological bond established by the other two dimensions: identification and internalisation. This distinction will be implemented in the proposed theory. O'Reilly and Chatman provided an intriguing perspective on the relationship between organisational culture and outcomes. Previous approaches highlighted commitment as a significant factor primarily influencing turnover. In contrast, O'Reilly and Chatman contended that psychological attachment could lead to additional behaviours, specifically identifying organisational citizenship behaviour (OCB) as a pertinent consequence of commitment. This argument will also be incorporated into the proposed conceptualisation.

Research utilising the O'Reilly and Chatman scales in their original form has shown several issues with these instruments. Vandenberg et al. (1994) determined that the identification scale provided no additional insights beyond those previously included by the OCQ (Vandenberg et al., 1994). Bennett and Durkin accurately concluded that internalization and identification seem to address comparable notions

(Bennett & Durkin, 2000). In contrast, the compliance dimension does not genuinely indicate a psychological commitment to the organisation. In summary, although O'Reilly and Chatman proposed an intriguing perspective on commitment, few scholars have adopted this approach due to ambiguous rationale and its dubious operationalisation. The methodology proposed by Meyer and Allen emerged as the prevailing framework for the examination of commitment. (Allen & Meyer, 1990) argued that organisational commitment (OC) is more comprehensively understood as a multidimensional notion and suggested a two-dimensional measure of OC. Their conceptual differentiation between the two dimensions mirrored Becker's calculative side-bet approach Becker (1960) and the attitudinal approach of Porter and his associates (1974). The initial factor was affective commitment, defined as 'good sentiments of identification with, connection to, and involvement in, the work organisation'. The second type was called continuation commitment, described as the degree to which employees see their commitment to the organisation is influenced by the costs associated with departure, such as investments made or the absence of appealing alternatives.

3.5.3 The Fifteen-item commitment framework

The fifteen-item commitment framework is the Organisational Commitment Questionnaire (OCQ), created by Mowday, Steers, and Porter in 1979. This approach was developed to assess employee commitment to work organisations. The OCQ characterises organisational commitment as the degree of an individual's identification with and engagement with a specific organisation and their readiness to invest effort and persist inside the organisation. The questionnaire comprises 15 items that evaluate these dimensions of commitment.

The fifteen items in the Organisational Commitment Questionnaire (OCQ) developed by Mowday, Steers, and Porter are intended to assess several dimensions of an employee's commitment to their organisation. The following are the items:

1. "I would be very happy to spend the rest of my career with this organisation".
2. "I would recommend this organisation to a friend as a good place to work".

3. “This organisation is very important to me”.
4. “I feel like part of the family at my organisation”.
5. “I am willing to put in extra effort to help this organisation succeed”.
6. “I feel a strong sense of belonging to my organisation”.
7. “I would be very pleased if this organisation would continue to grow and succeed”.
8. “I feel emotionally attached to this organisation”.
9. “I have a strong desire to remain a member of this organisation”.
10. “I enjoy working in this organisation”.
11. “I am proud to tell others that I work for this organisation”.
12. “I feel that my organisation values my contributions”.
13. “I am willing to make sacrifices for the benefit of this organisation”.
14. “I feel that my organisation is a good place to work”.
15. “I am committed to my organisation”.

These items are typically answered on a Likert scale, where respondents indicate their level of agreement with each statement.

3.5.4. The Three-Component Model of Organisational Commitment

The Three-Component Model (TCM) of organisational commitment, proposed by Meyer and Allen (1991), is among the most generally recognised frameworks in organisational psychology. This concept posits that organisational commitment manifests as a psychological state in three unique forms: affective commitment, continuance commitment, and normative commitment. Each element influences an individual's total dedication to the organisation.

It is found that affective, continuance, and normative commitment are components rather than types, as employees may exhibit varied degrees of all three (Allen & Meyer, 1990). They contended that an employee may feel compelled

to stay with the organisation while simultaneously experiencing a profound attachment to the organisation. Another instance is that an employee may feel financially constrained to go from an engagement with the organisation while simultaneously deriving satisfaction from employment inside it. Finally, a third employee might embody all facets of devotion by undergoing a significant desire, necessity, and obligation to stay with the current employer (Allen & Meyer, 1990).

An employee's profound emotional commitment to an organisation is attributed to their affection for their job. This is experienced by individuals who align themselves with the goals and values of their organisation and who sincerely desire to be part of it. Researchers assert that the attraction–attrition model posits that shared values and objectives between employees and the organisation are the primary factors influencing employee attraction and retention within the organisation (Greguras & Diefendorff, 2009).

Figure 3.13
Model of Organisational Commitment



Source: (Allen & Meyer, 1990).

A. Affective commitment

Affective commitment is associated with employees who embody values such as loyalty, identity, and engagement in their orientation (Robbins, 2009). Affective commitment is felt by emotionally invested personnel who perceive alignment between their objectives and those of the organisation. This empowers individuals with an affective commitment to exert additional effort in organisational activities (Van Straaten Theron & Dodd, 2011). Affective commitment is characterized by the development of an employee's job satisfaction. Valuable talents are cultivated when an individual can engage in a fulfilling occupation (Coetzee et al., 2007). Employees who derive pleasure from their work are likely to experience positive emotions and job satisfaction. The heightened job satisfaction is likely to enhance the sense of affective commitment.

B. Continuance commitment

Continuance commitment describes the emotional involvement in an organisation. These investments may encompass time, non-transferable skills, effort, and contributions. As individuals spend more time within their organisation, their potential losses increase (Ferreira et al., 2010). Continuance commitment refers to the perceived costs associated with departing from the organisation (Allen & Meyer, 1990). The authors assert that employees frequently recognize the costs, risks, and other factors associated with their departure from the organisation. Employees must inevitably make very considered decisions in this context. Consequently, continuation commitment is exhibited by employees who continue with a certain organisation not because of desire but due to the financial compensation accrued from their tenure within the organisation. This contrasts with affective commitment when individuals stay with an organisation due to their desire to do so and their familiarity with the organisation and its Fundamental tenets. Scholars define continuance commitment as an evaluation of the perceived economic benefits of staying with the organisation versus those of departing from it (Van Straaten Theron & Dodd, 2011).

C. Normative Commitment

Normative commitment constitutes the third component of organisational commitment and signifies a sense of obligation to remain with an organisation due to external influences. However, an alternative perspective is that normative commitment constitutes a moral obligation to persist with the organisation for ethical considerations (Van Straaten Theron & Dodd, 2011). Normative commitment can be defined as a sense of obligation to persist in employment with a particular organisation (Allen & Meyer, 1990). The internalized concept of duty and commitment enables employees to maintain valued membership within a particular organisation. The normative component is perceived as the obligation that individuals deem morally acceptable concerning their ongoing affiliation with a certain organisation. This is regardless of the extent of status enhancement or satisfaction the organisation offers the individual over time (Marsh & Mannari, 1977).

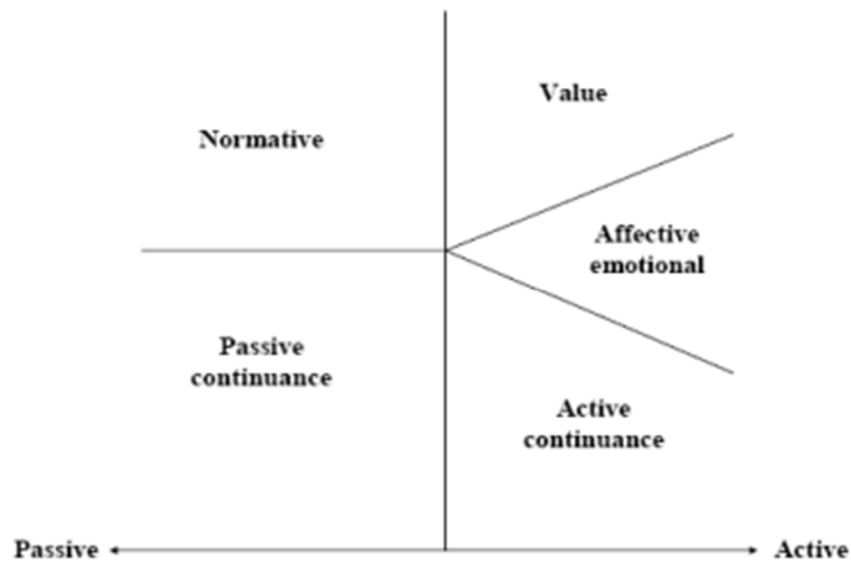
3.5.5 Wang's Five-Component Commitment

Ling, Fang, and Zhang contended that diversity exists among states due to cultural, social, and institutional differences, which affect variations in employee commitment (Lin et al., 2002). Consequently, they asserted that commitment models created in the West could not be extrapolated to the People's Republic of China. Their research involving 1,500 employees from several Chinese-owned firms utilised a five-component model adapted from Meyer and Allen's (1991) three-component model (Allen & Meyer, 1990). Normative commitment, ideal commitment, economic commitment and choice commitment. Subsequent to this study, Wang claimed that a distinctive organisational commitment phenomenon might exist in the PRC, and Western concepts of commitment may be inadequate for a comprehensive explanation. In 2002, Wang performed a comparative analysis utilising distinct components in the Guangdong province, PRC, based on the model proposed by Ling et al. (Lin et al., 2002). The five components utilised by Wang were: value commitment, passive continuation commitment, emotional commitment, normative commitment, and active continuance commitment.

Affective commitment, commonly employed to assess emotional connection, aligns with Meyer and Allen’s approach. Continuance commitment is categorised as active and passive commitments, as firmly supported by numerous researchers(Iverson & Buttigieg, 1999). Active continuance commitment denotes motivation stemming from the presence of advancement prospects and on-the-job training, contrasting with the conventional high-sacrifice/low-alternative continuance commitment. Passive continuation commitment denotes the conventional kind of continuance commitment in which an employee remains with the organisation due to an inability to secure other employment. As defined in Meyer and Allen’s three-component model, normative commitment signifies remaining with the organisation out of a sense of obligation (Allen & Meyer, 1990).

Figure 3.14

Wang’s Five-component model of organisational commitment



Source: (Wong & Tong, 2014).

An employee exhibiting a high degree of normative commitment will experience a sense of moral obligation to remain with the organisation. An employer's recipient of MBA degree sponsorship may be required to stay with the organisation. Value commitment, absent in Meyer and Allen’s (1991) model, denotes an employee's readiness to exert considerable effort for the organisation's advantage(Wang, 2004).

An employee with a long tenure at an organisation typically forms an emotional bond, yet this does not ensure diligent performance. The employee's long-term tenure with the same business does not ensure diligent labour, as their commitment may be solely emotional. Although Wang's model, created for this study, has not been validated for application in the PRC due to the cultural diversity between its northern and southern provinces, it was nonetheless utilised in this research for its suitability and significant relevance to PRC society.

Due to its geographical proximity to Hong Kong, residents of Guangdong province may possess shared traditional customs and values with those in Hong Kong, notwithstanding the findings of previous study (Snape & Chan, 2000), which indicate that the dedication of Hong Kong employees aligns more closely with that of their Western counterparts. A study by Chui, Tong, and Mula on ICT professionals in Hong Kong revealed that the five-component commitment model more effectively elucidates employee commitment than the conventional three-component model (Chui et al., 2007).

The fifteen-item commitment framework established by Mowday, Steers, and Porter has been extensively utilised to assess employee commitment (Mowday et al., 1979), as has the three-component commitment model formulated by Meyer and Allen (Allen & Meyer, 1990). Research in Mainland China offered persuasive data indicating that, within the People's Republic of China setting, the five-component commitment model serves as a superior predictor. Given that over ninety per cent of Hong Kong's population is Chinese, it is pertinent to evaluate whether Wang's novel five-component commitment model is more suitable for the Hong Kong context in elucidating employee commitment compared to the three- and four-component models.

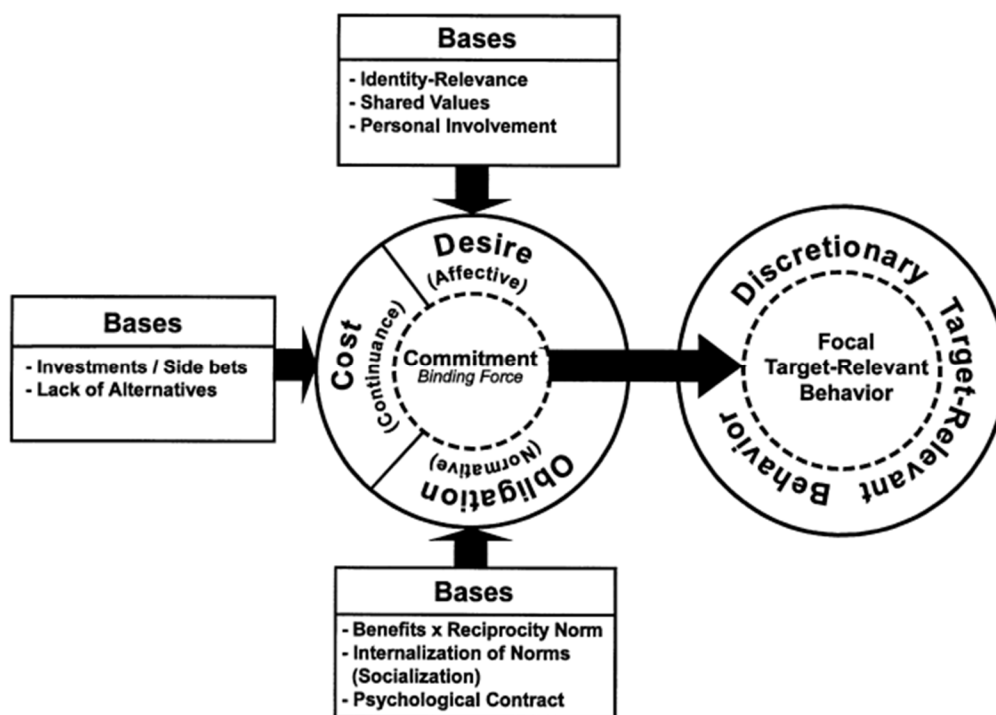
3.5.6 General model of commitment in the workplace

The General Model of Workplace Commitment, introduced by Meyer and Herscovitch in 2001, seeks to establish a thorough framework for comprehending workplace commitment by delineating its fundamental essence and many mindsets that affect behaviour (Meyer & Herscovitch, 2001). The fundamental nature of

commitment in this paradigm is characterised as a force that binds an individual to a specific course of action pertaining to a target. This objective may pertain to an organisation, a position, or a profession. This definition emphasises that dedication can be focused on multiple facets of the workplace rather than solely on the organisation.

Figure 3.15

The General Model of Workplace Commitment



Source: (Meyer & Herscovitch, 2001).

A fundamental element of the General Model of Workplace Commitment is the recognition of many mindsets that influence commitment and dictate behaviour. The attitudes encompass affective commitment, continuance commitment, and normative commitment. Affective commitment denotes an emotional bond to the aim, wherein individuals remain due to their desire to do so. Continuance commitment entails recognising the consequences linked to departing from the aim, prompting individuals to remain out of necessity. Normative commitment is defined as a sense

of obligation to remain with the entity, leading individuals to persist due to a perceived duty (Meyer & Herscovitch, 2001).

The concept possesses considerable ramifications for both research and management. It provides researchers with a cohesive methodology for examining workplace commitment by amalgamating many forms of commitment into a singular framework. This elucidates current research outcomes and functions as a framework for forthcoming investigations. The model offers practitioners a framework for managing workplace obligations by comprehending various mindsets and their influence on employee behaviour. By addressing these mindsets, organisations can create targeted tactics to augment employee engagement and overall organisational efficacy (Meyer & Herscovitch, 2001).

3.6 Chapter Summary

This chapter discusses the relevant theories in the field of human resource management, organisational commitment, job satisfaction and an overview of the telecom sector industry. As discussed in "Telecom Through the Ages: A Comprehensive Overview," the telecom sector is experiencing significant changes, necessitating that employees stay updated. Managers and policymakers must design HRM practices and ensure their effectiveness within the organisation. Various practices, perspectives, and models should be considered in order to ensure effectiveness. A committed employee is the backbone of the company. To foster employee commitment, HRM practices should be tailored to the needs and requirements of both the company and its employees. Additionally, job satisfaction greatly influences the creation of committed employees. The dynamics of job satisfaction in the workplace should be considered while designing HRM practices in the organisation.

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CHAPTER 4

**EFFECTIVENESS OF HRM PRACTICES IN
THE TELECOM SECTOR**

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4.1 Introduction

This chapter consists of two parts. In the first part, we discuss both the demographic and organizational profile of the telecom employees; in the second part of this chapter, we include the first objective of the study, which is the effectiveness of human resource management practices in the telecom sector.

In order to study the effectiveness of HR practices, the researcher identified the key practices and grouped them under the AMO framework. The validation of the HRM model and the study of effectiveness using the Employment Satisfaction Index are presented in this chapter.

Section-A

4.2 Demographic Profile of Telecom Sector Employees

Demographic factors are a descriptive segmentation approach that directly involves socio-demographic parameters (Mazilu & Mitroi, 2010). Different authors took demographic variables according to their area of study. In the words of Bell (Bell, 2016), demographic variables include personal statistics such as gender, age, sex, education level, income level, marital status, occupation, religion, birth rate, mortality rate, average family size, and average marriage age. According to Hassan and Olufemi, demographic variables include education level, gender, marital status, and work experience (Hassan & Olufemi, 2014).

To understand the demographic profile of telecom sector employees in Kerala, 404 respondents were selected from six districts (Trivandrum, Ernakulam, Kozhikode, Kasaragod, Kannur, and Malappuram) of Kerala. The variables used to understand the demographic profile of telecom sector employees are gender, age,

educational qualifications, marital status, and area of living. The detailed analysis and characteristics of telecom sector employees are summarised below.

Table 4.1
Demographic Profile of Telecom Sector Employees

Profile	Label	Frequency	Percentage
Gender	Male	284	70.30
	Female	120	29.70
	Total	404	100
Age	Up to 30	124	30.69
	31 – 40	108	26.73
	41 – 50	92	22.77
	51 & above	80	19.80
	Total	404	100
Educational Qualifications	HSE	187	46.29
	UG	107	26.49
	PG	71	17.57
	Diploma	39	9.65
	Total	404	100
Marital Status	Married	236	58.42
	Unmarried	168	41.58
	Total	404	100
Area of Living	Rural	252	62.38
	Urban	152	37.62
	Total	404	100

Source: primary data

Table 4.1 shows the demographic profile of telecom sector employees in Kerala. From the above table, it is clear that 284 employees are male (70.3%) and 120 employees are female (29.7%) out of the total 404 telecom sector employees from Kerala. The study reveals that in Kerala, women's employee participation in the telecom sector is less.

In the table, the age of the respondents was classified into four categories: age group Up to 30, 31–40, 41-50, and 51 & Above categories. Here, the respondents who engage in telecom employment are mainly young employees aged “up to 30” (30.69%) and have seen a higher rate of participation and interest in telecom employment activities. This is the period of an individual's life when they are finished with their study and join in a job; it is a good sign that young blood is choosing in telecom sector employment, and they are ready to grow with the company and serve society. The employees aged “31-40” also constitute a sizeable number (26.73%) and show interest in telecom sectoral duties. The senior group of employees aged 51 & above (19.8%) is comparatively smaller in number because of reasons like VRS, especially in public, and the complexity of the job in common.

On the basis of the educational qualifications of the respondents, it is revealed that most of the employees in the telecom sector have comparatively low educational qualifications, i.e., HSE (46.29%). 26.49% of employees have UG, 17.57% have PG, and 9.65% have a diploma as an educational qualification. The table reveals that 62.38% of employees belong to rural areas and 37.62% of employees from urban areas.

4.3 Organisational Profile of Telecom Sector Employees

Profile of Telecom Sector Employees represents the organisational nature and characteristics of the job. The organisational profile of the employee is evaluated in terms of company, designation, work experience, work mode, job timing, bond signed and performance target.

Table 4.2

Organisational Profile of Telecom Sector Employees

Profile	Label	Frequency	Percentage
Company	BSNL	204	50.50
	JIO	200	49.50
	Total	404	100

Profile	Label	Frequency	Percentage
Designation	Manager	54	13.37
	Assistant Manager	163	40.35
	Administrative Officer	187	46.29
	Total	404	100
Work Experience	Up to 5 Years	116	28.71
	6 – 10	106	26.24
	11 - 15	97	24.01
	16 & above	85	21.04
	Total	404	100
Work Mode	Desk	239	59.16
	Travel	165	40.84
	Total	404	100
Timing	Fixed	312	77.23
	Flexible	92	22.77
	Total	404	100.00
Bond signed	Yes	251	62.13
	No	153	37.87
	Total	404	100.00
Performance Target	Yes	262	64.85
	No	142	35.15
	Total	404	100.00

Source: primary data

Table 4.2 shows the organisational profile of 404 telecom sector employees in Kerala. Out of 404 employees, 204 employees work in the public sector (BSNL) and 200 employees in the private sector (jio). The data reveals that 46.29% of the respondents are working as administrative officers, 40.35% are assistant managers, and 13.37% are managers. The majority of employees (28.71%) have worked for the company for five or fewer years, followed by 26.24% with 6 to 10 years, 24.01% with 11 to 15 years, and the remaining 21.04% with more than fifteen years of experience.

The working modes of employees reveal that 59.16% work at a desk, while the remaining employees (40.84%) use travel to complete work-related tasks. When it comes to job timing, 77.23% of workers have Fixed timing, while only 22.77% have Flexible scheduling. Assessing the bonds employees have signed with the company, we find that 62.13% of them have done so, with just 37.87% not having. 35.15% of employees do not have a performance target, whereas 64.85% of employees have it.

Section – B

4.4 Validating the Human Resource Management Practice Models

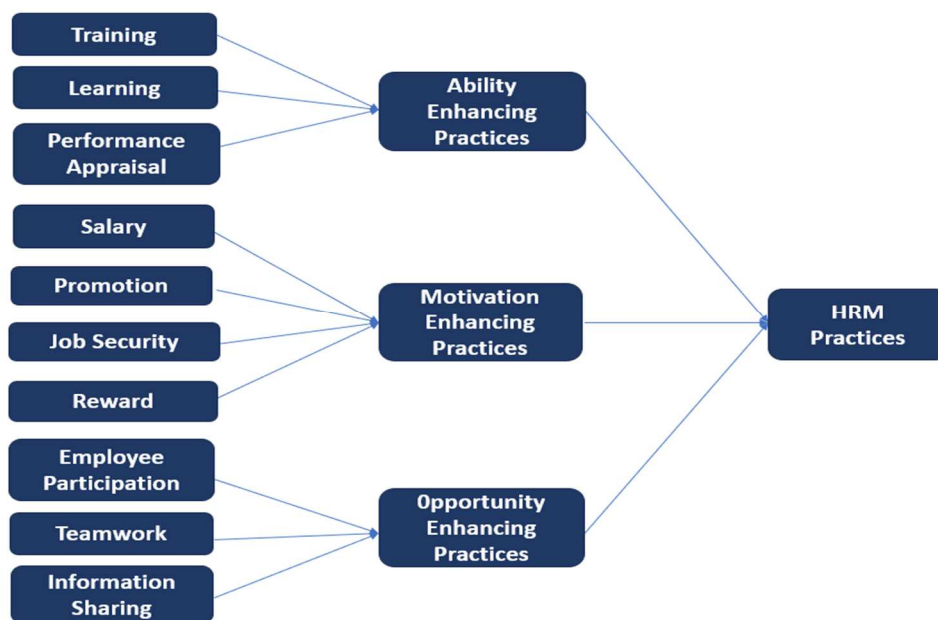
The present study aims to analyse whether the existing HR practices in the telecom sector in Kerala align with the expectations of employees and are designed to meet the overall organisational objectives. This study seeks to identify any shortcomings in the current HR practices within the sector and propose necessary redesigns and improvements.

Human Resource Management (HRM) encompasses various theories and models, with HR practices classified under different categories by numerous authors. In our research, we classified the HR practices of the telecom sector based on their impact on employees and developed the AMO model for the study. The AMO model includes three major categories of HRM practices: Ability-enhancing Practices, Motivation-enhancing Practices, and Opportunity-enhancing Practices. In our research, we picked the most relevant practices under each head of the AMO model, focusing on Training, Learning, and Performance Appraisal under the Ability-enhancing Practices head. Salary, Promotion, Job Security, and Reward are all covered under the category Motivation-enhancing Practices. Employee participation, information sharing, and teamwork are investigated under the Opportunity-enhancing Practices section. The three components contribute to the AMO framework, and the AMO model is regarded as a human resource management practice model under study. The validation of HRM practices is performed by employing Confirmatory Factor Analysis (CFA), and it occurs in three stages, namely, by assessing three distinct sets of HRM practices. Ability, motivation, and opportunity-enhancing practices.

We employed a two-stage technique to evaluate the validity of the research model. This approach involved accessing both the measurement model and the structural model (Chin, 1998). These two stages verify the validity and reliability of the relationships between the constructs presented in the investigation. We assessed the model for the investigation using SmartPLS4. It facilitated the evaluation of the model via the partial least squares method. Following the evaluation of the measurement model, we analysed the structural links among the constructs.

Figure 4.1

Factor structure of HRM Practices Model



Source: primary data

4.4.1 Validating Ability-Enhancing Practices Using CFA

As we mentioned earlier, the HRM Practice model consists of three heads, namely Ability-enhancing Practices, Motivation-enhancing Practices and Opportunity-enhancing Practices; here, we validate the first part, Ability-enhancing Practices. It is a reflective-formative model. Training, learning, and performance appraisal are the lower order constructs (LOC), which are reflective factors, and they collectively contribute to ability-enhancing practices, which are formative factors. As

a reflective-formative higher-order model, in PLS-SEM, the validation is done in two stages; in the first stage, we perform the validation of the lower-order construct, and after that, validation of the higher-order construct is performed. Both reflective and formative factors are validated through different criteria. The reflective model is validated by verifying indicator reliability, convergent validity, internal consistency reliability and discriminant validity. In the case of the formative model, the validation is done through the significance and relevance of outer weights and collinearity among indicators (VIF values).

Table 4.3

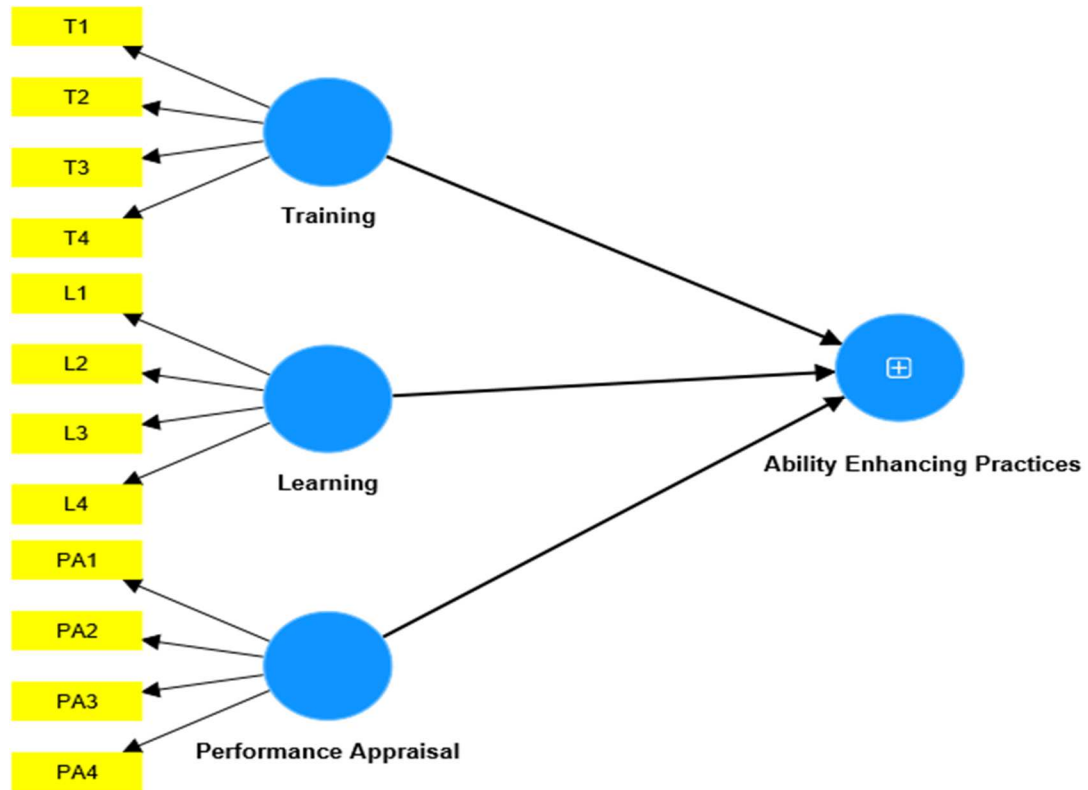
Validity Indicators and Criteria for Reflective Model

Validity indicators	Criteria
Indicator reliability	a) Factor loading > 0.5
	b) Cronbach alpha >0.7
Convergent validity	Average Variance Extracted (AVE) >0.5
Internal consistency	Composite reliability (CR) >0.7
Discriminant validity	Fornell-Larcker criterion and Cross loadings

Source: (Bagozzi & Yi, 1988; Cronbach & Meehl, 1955; Hair et al., 2019a; HAIR JUNIOR et al., 1998; Hulland, 1999)

Figure 4.2

Ability-Enhancing Practices (initial model)



Source: Primary data

Validating the Lower Order Reflective Construct.

Table 4.4

Validity Indices: LOCs of Ability-Enhancing Practices

Lower Order Constructs	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Training				
T1	0.762			
T2	0.757			
T3	0.805			
T4	0.788	0.783	0.785	0.605
Learning				

Lower Order Constructs	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
L1	0.805			
L2	0.784			
L3	0.778			
L4	0.786	0.797	0.801	0.621
Performance Appraisal				
PA1	0.832			
PA2	0.824			
PA3	0.804			
PA4	0.795	0.830	0.830	0.663

Source: Primary data

Table 4.4 shows the reliability and validity measures of lower-order reflective construct Ability-enhancing Practices. Ability-enhancing practices consist of three dimensions: Training, Learning and Performance Appraisal, with four indicators corresponding to each dimension. As it is a reflective construct, we verify Outer loadings, Cronbach's alpha, Composite reliability (rho_a) and Average variance extracted (AVE).

The indicator reliability of reflective factors is confirmed by satisfactory outer loadings. Table 4.4 indicates that the outer loadings of all observed variables exceed the quality threshold of 0.708, So the reliability of the indicator is verified(Hair et al., 2019b). The composite reliability for Training, Learning, and Performance Appraisal is 0.785, 0.801, and 0.830, respectively, all exceeding the conventional threshold of 0.7. This clearly shows the model's internal consistency(Hair et al., 2019b). For convergent validity, the Average Variance Extracted (AVE) of the variables must be 0.5 or greater. In this instance, the AVE values are 0.605, 0.621 and 0.663, respectively. So, it indicates that the construct possesses convergent validity.

Table 4.5
Fornell-Larcker Criterion of Ability-Enhancing Practices

	Training	Learning	Performance Appraisal
Training	0.778		
Learning	0.074	0.788	
Performance Appraisal	0.030	0.090	0.814

Source: Primary data

Discriminant validity tries to measure the different constructs used in the model and should actually measure the different concepts. The Fornell-Larcker criterion and indicator cross-loadings are examined to ensure that the construct possesses discriminant validity.

Table 4.5 indicates that the Lower Order Components (LOCs) of the model 'Ability-Enhancing Practices' have attained discriminant validity since the diagonal values in the Fornell-Larcker criterion table are the highest for their respective Lower Order Components.

Table 4.6
Indicator Cross Loadings of Latent Variables

Variables	Items	Training	Learning	Performance Appraisal
Training	T1	0.762	0.072	0.028
	T2	0.757	-0.004	0.037
	T3	0.805	0.086	0.003
	T4	0.788	0.069	0.027
Learning	L1	0.115	0.805	0.088
	L2	0.035	0.784	-0.013
	L3	0.012	0.778	0.091
	L4	0.063	0.786	0.102
Performance Appraisal	PA1	0.015	0.041	0.832
	PA2	0.005	0.074	0.824
	PA3	0.007	0.047	0.804
	PA4	0.066	0.126	0.795

Source: Primary data

Table 4.6 presents the indicator cross-loadings. It further confirms the model's discriminant validity, as the indicators of each latent variable exhibit the highest loadings in their corresponding columns.

a) Validating the Higher Order Formative Components

Figure 4.2 illustrates that Ability-Enhancing Practices represent a Higher Order Component (HOC), with the Lower Order Components serving as its indicators. Consequently, 'Ability-Enhancing Practices' is evaluated as a separate variable, with Training, Learning, and Performance Appraisal serving as its indicators. As the HOC is a formative model, its validation requires an examination of the outer weights, ensuring that p-values are below 0.05 and T statistics above 1.96. To assess the collinearity statistics, the Variance Inflation Factor (VIF) is used.

Table 4.7

Validity Indicators and Criteria for Formative Model

Validity Indicators	Criteria
Path loading significance	Significant outer weights ($p < 0.05$)
	T statistics > 1.96
Collinearity of indicators	VIF value between 0.20 and 5

Source: (Hair et al., 2019a; Hair Jr et al., 2023)

Table 4.8

Validity Indices: Ability-Enhancing Practices (HOC)

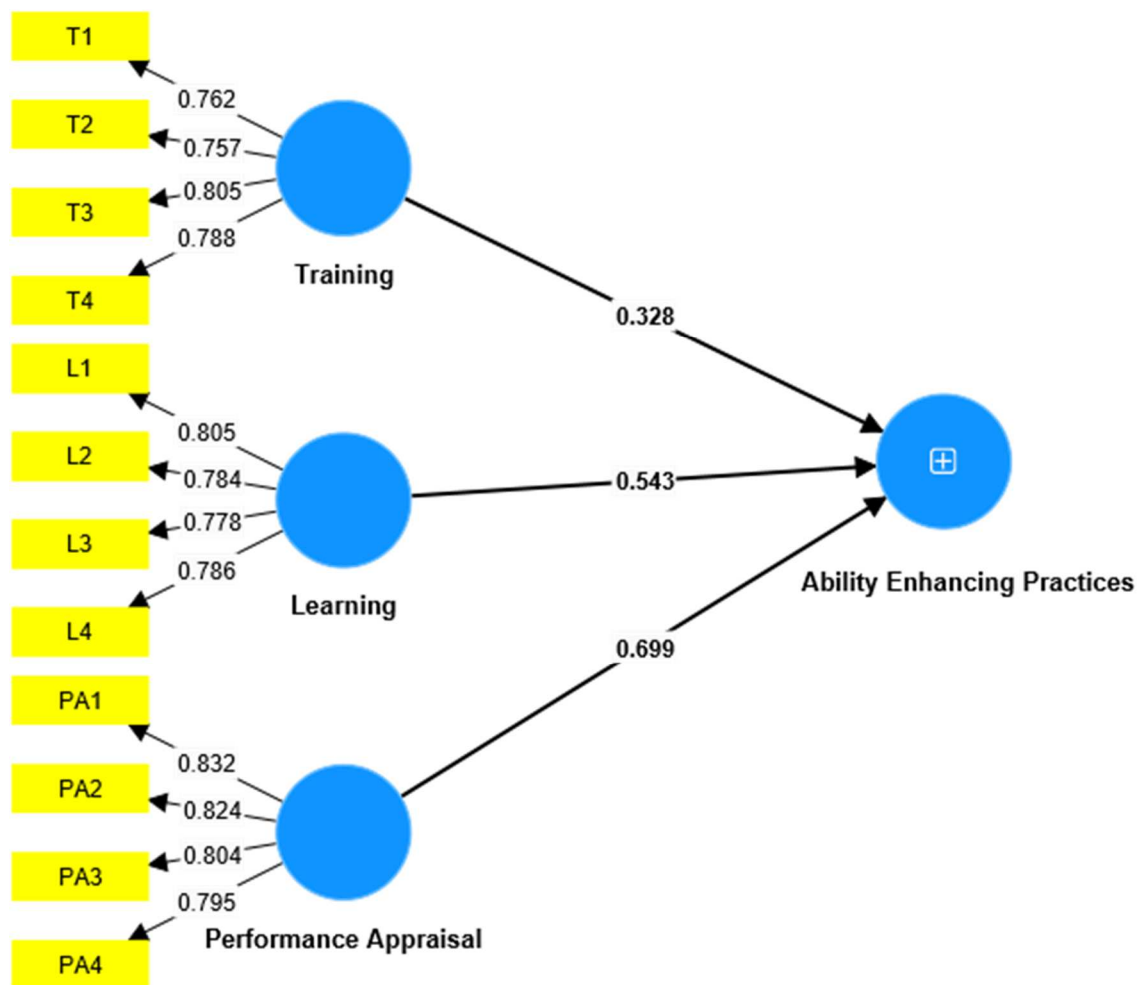
Higher order construct	Lower Order Constructs	Outer weight	T – Statistics	P Value	VIF
Ability-Enhancing Practices	Training	0.545	3.832	0.000	1.006
	Learning	0.657	4.853	0.000	1.013
	Performance Appraisal	0.392	2.670	0.008	1.009

Source: Primary data

Table 4.8 shows that the outer weight of all three Lower-order constructs is significant; its p-value is less than 0.05, and its T-statistics are more than 1.96. In order to check multicollinearity, the variance inflation factor (VIF) is verified; all three VIF values are less than 3, so no multicollinearity issue was found in the Ability-enhancing practice model.

Figure 4.3

Ability-Enhancing Practices Measurement Model



Source: Primary data

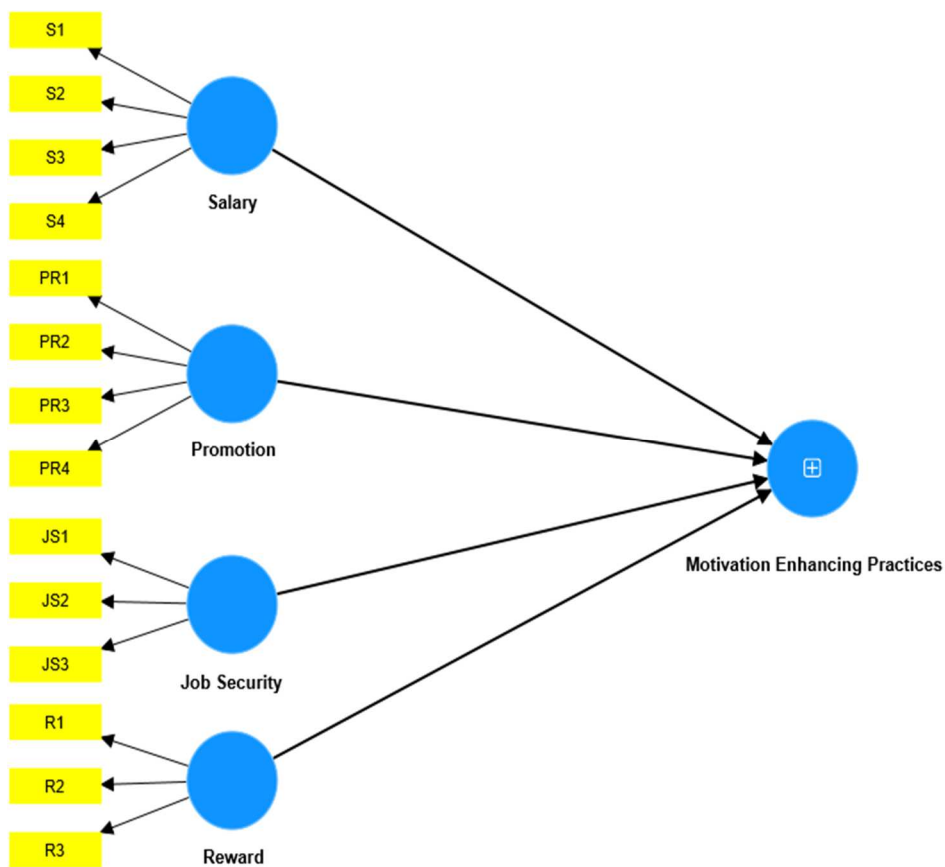
Figure 4.3 shows the final measurement model after the validation of the proposed model. Validation of both lower order and higher order constructs is conducted, and it is found that the proposed measurement model is capable of measuring the theoretical structure and the model is fit to represent the data.

4.4.2 Validating Motivation-Enhancing Practices Using CFA

Motivation Enhancing Practice is a reflective-formative model. Salary, promotion, job security, and rewards are the lower-order constructs (LOC), which are reflective factors that collectively contribute to motivation-enhancing practices; they are formative factors. As a reflective-formative higher-order model, in PLS-SEM, the validation is done in two stages; in the first stage, we perform the validation of the lower-order construct, and after that, validation of the higher-order construct is performed. Both reflective and formative factors are validated through different criteria. The reflective model is validated by verifying indicator reliability, convergent validity, internal consistency reliability and discriminant validity. In the case of the formative model, the validation is done through the significance and relevance of outliers and collinearity among indicators (VIF values).

Figure 4.4

Motivation-Enhancing Practices (initial model)



Source: Primary data

a) Validating the Lower Order Reflective Components

Table 4.9

Validity Indices: LOCs of Motivation-Enhancing Practices

Lower Order Constructs	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Salary				
S1	0.796			
S2	0.815			
S3	0.764			
S4	0.810	0.808	0.811	0.635
Promotion				
PR1	0.788			
PR2	0.743			
PR3	0.719			
PR4	0.837	0.774	0.778	0.598
Job Security				
JS1	0.861			
JS2	0.747			
JS3	0.764	0.704	0.724	0.627
Reward				
R1	0.814			
R2	0.765			
R3	0.800	0.706	0.711	0.629

Source: Primary data

Table 4.9 shows the reliability and validity measures of lower-order reflective construct Motivation-enhancing practices. Motivation-enhancing practices consist of four dimensions: Salary, promotion, job security, and rewards, with four indicators corresponding to salary and promotion and three indicators for job security and reward. As it is a reflective construct, we verify Outer loadings, Cronbach's alpha, Composite reliability (rho_a) and Average variance extracted (AVE).

The indicator reliability of reflective factors is confirmed by satisfactory outer loadings. Table 4.9 indicates that the outer loadings of all observed variables exceed the quality threshold of 0.708, So the reliability of the indicator is verified(Hair et al., 2019b). The composite reliability for Salary, Promotion, Job Security and Rewards is 0.811, 0.778, 0.724 and 0.711, respectively, all exceeding the conventional threshold of 0.7. This clearly shows the model's internal consistency(Hair et al., 2019b). For convergent validity, the Average Variance Extracted (AVE) of the variables must be 0.5 or greater. In this instance, the AVE values are 0.635, 0.598, 0.627 and 0.629, respectively. So, it indicates that the construct possesses convergent validity.

Table 4.10

Fornell-Larcker Criterion of Motivation-Enhancing Practices

	Salary	Promotion	Job Security	Reward
Salary	0.797			
Promotion	0.196	0.773	0	
Job Security	0.264	0.196	0.792	
Reward	0.181	0.196	0.293	0.793

Source: primary data

Discriminant validity tries to measure the different constructs used in the model and should actually measure the different concepts. The Fornell-Larcker criterion and indicator cross-loadings are examined to ensure that the construct possesses discriminant validity.

Table 4.10 indicates that the Lower Order Components (LOCs) of the model 'Motivation-enhancing practices' have attained discriminant validity since the diagonal values in the Fornell-Larcker criterion table are the highest for their respective Lower Order Components.

Table 4.11
Indicator Cross Loadings of Latent Variables

Variables	Items	Salary	Promotion	Job Security	Reward
Salary	S1	0.796	0.114	0.203	0.174
	S2	0.815	0.198	0.250	0.168
	S3	0.764	0.123	0.184	0.110
	S4	0.810	0.183	0.199	0.122
Promotion	PR1	0.128	0.788	0.151	0.169
	PR2	0.140	0.743	0.186	0.174
	PR3	0.157	0.719	0.222	0.133
	PR4	0.178	0.837	0.241	0.133
Job Security	JS1	0.253	0.234	0.861	0.292
	JS2	0.158	0.114	0.747	0.121
	JS3	0.203	0.249	0.764	0.255
Reward	R1	0.216	0.138	0.236	0.814
	R2	0.109	0.110	0.239	0.765
	R3	0.098	0.216	0.224	0.800

Source: primary data

Table 4.11 presents the indicator cross-loadings. It further confirms the model's discriminant validity, as the indicators of each latent variable exhibit the highest loadings in their corresponding columns.

b) Validating the Higher Order Formative Components

Figure 4.4 illustrates that Motivation-enhancing practices represent a Higher Order Component (HOC), with the Lower Order Components serving as its indicators. Consequently, 'Motivation-Enhancing Practices' is evaluated as a separate variable, with Salary, Promotion, Job Security and Rewards serving as its indicators. As the HOC is a formative model, its validation requires an examination of the outer weights, ensuring that p-values are below 0.05 and T statistics above 1.96. To assess collinearity statistics, the Variance Inflation Factor (VIF) is used.

Table 4.12

Validity Indices: Motivation-Enhancing Practices (HOC)

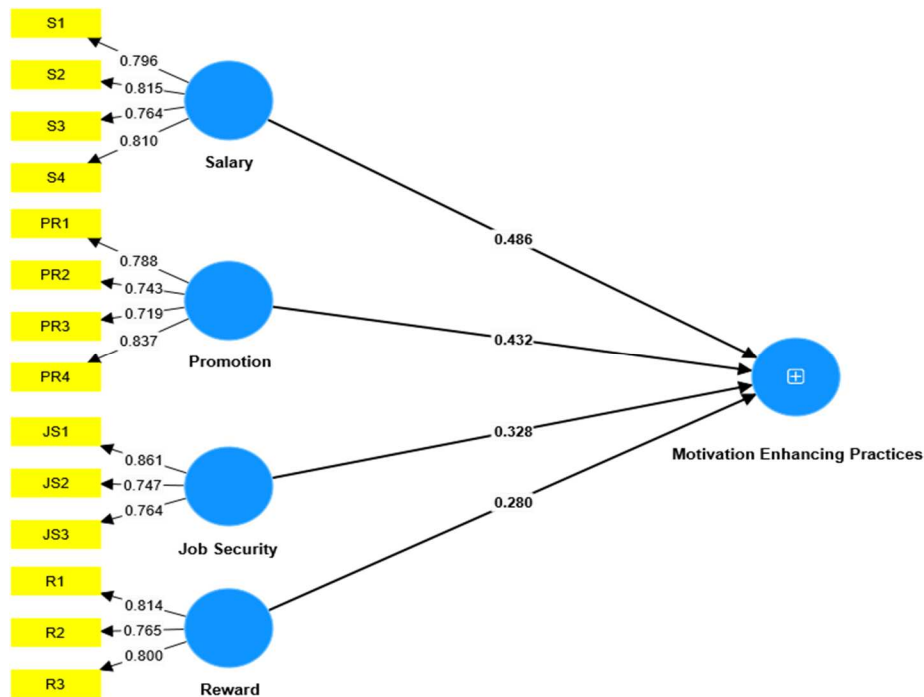
Higher order construct	Lower Order Constructs	Outer weight	T – Statistics	P Value	VIF
Motivation-Enhancing Practices	Salary	0.284	2.756	0.006	1.106
	Promotion	0.535	5.412	0.000	1.108
	Job Security	0.317	2.755	0.006	1.193
	Reward	0.382	3.496	0.000	1.123

Source: primary data

Table 4.12 shows that the outer weight of all three Lower-order constructs is significant; its p-value is less than 0.05, and its T-statistics are more than 1.96. In order to check the multicollinearity, the Variance Inflation Factor (VIF) is verified; all three VIF values are less than 3, so there is no multicollinearity issue found in the motivation-enhancing practice model

Figure 4.5

Motivation-Enhancing Practices Measurement Model



Source: Primary data

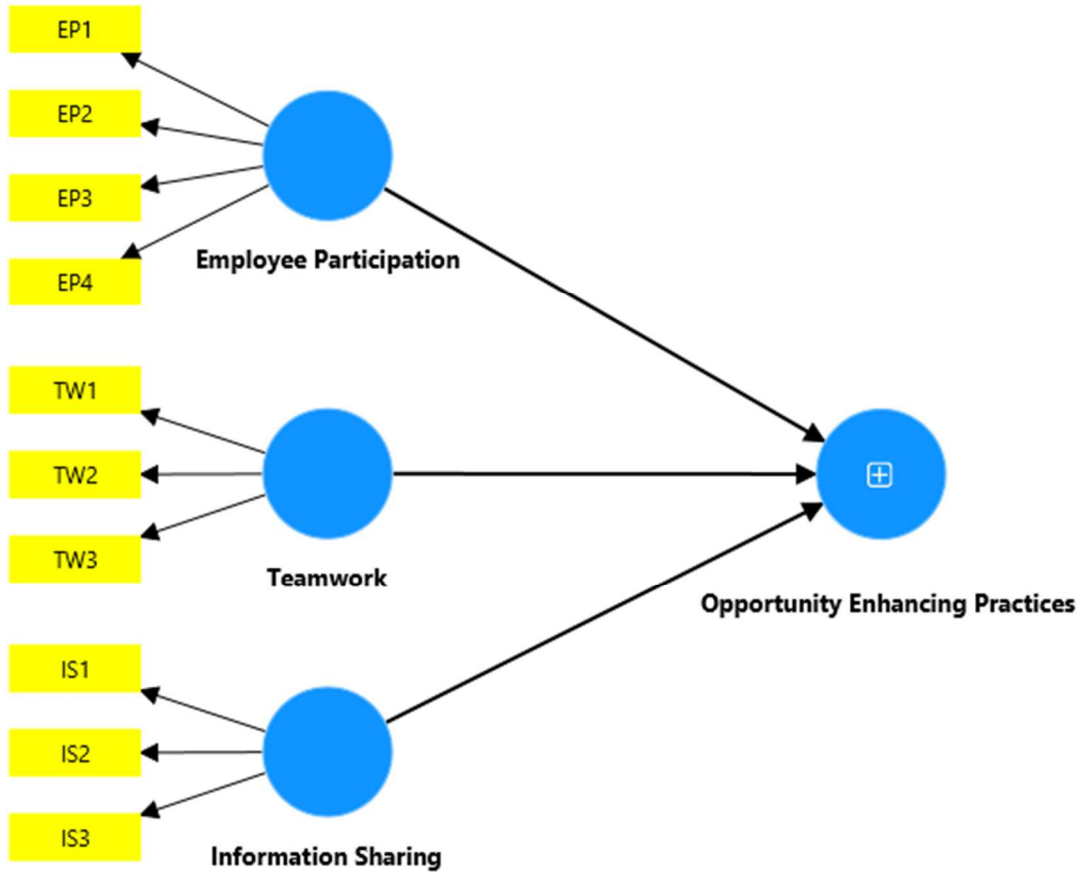
Figure 4.5 shows the final measurement model after the validation of the proposed model. Validation of both lower order and higher order constructs is conducted, and it is found that the proposed measurement model is capable of measuring the theoretical structure and the model is fit to represent the data.

4.4.3 Validating Opportunity-Enhancing Practices Using CFA

Opportunity-enhancing practices is a reflective-formative model. Employee participation, teamwork, and information sharing are the lower order constructs (LOC), which are reflective factors, and they collectively contribute to opportunity-enhancing practices, which are formative factors. As a reflective-formative higher-order model, in PLS-SEM, the validation is done in two stages; in the first stage, we perform the validation of the lower-order construct, and after that, validation of the higher-order construct is performed. Both reflective and formative factors are validated through different criteria. The reflective model is validated by verifying indicator reliability, convergent validity, internal consistency reliability and discriminant validity. In the case of the formative model, the validation is done through the significance and relevance of outliers and collinearity among indicators (VIF values).

Figure 4.6

Opportunity-Enhancing Practices (initial model)



Source: Primary data

a) Validating the Lower Order Reflective Components

Table 4.13

Validity Indices: LOCs of Opportunity-Enhancing Practices

Lower Order Constructs	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Employee Participation				
EP1	0.770			
EP2	0.791			
EP3	0.732			
EP4	0.773	0.767	0.769	0.588

Lower Order Constructs	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Teamwork				
TW1	0.866			
TW2	0.818			
TW3	0.802	0.773	0.781	0.688
Information Sharing				
IS1	0.766			
IS2	0.816			
IS3	0.816	0.720	0.731	0.639

Source: Primary data

Table 4.13 shows the reliability and validity measures of lower-order reflective construct Opportunity-enhancing practices. Opportunity-enhancing practices consist of three dimensions: employee participation, teamwork, and information sharing. There are four indicators corresponding to employee participation and three indicators for teamwork and information sharing. As it is a reflective construct, we verify Outer loadings, Cronbach's alpha, Composite reliability (rho_a) and Average variance extracted (AVE).

The indicator reliability of reflective factors is confirmed by satisfactory outer loadings. Table 4.13 indicates that the outer loadings of all observed variables exceed the quality threshold of 0.708, So the reliability of the indicator is verified (Hair et al., 2019b). The composite reliability for Employee Participation, Teamwork and Information Sharing is 0.769, 0.781, and 0.731, respectively, all exceeding the conventional threshold of 0.7. This clearly shows the model's internal consistency (Hair et al., 2019b). For convergent validity, the Average Variance Extracted (AVE) of the variables must be 0.5 or greater. In this instance, the AVE values are 0.588, 0.688 and 0.639, respectively. So, it indicates that the construct possesses convergent validity.

Table 4.14

Fornell-Larcker Criterion of Opportunity-Enhancing Practices

	Employee Participation	Teamwork	Information Sharing
Employee Participation	0.767		
Teamwork	0.068	0.829	
Information Sharing	0.096	0.088	0.800

Source: Primary data

Discriminant validity tries to measure the different constructs used in the model and should actually measure the different concepts. The Fornell-Larcker criterion and indicator cross-loadings are examined to ensure that the construct possesses discriminant validity.

Table 4.14 indicates that the Lower Order Components (LOCs) of the model 'Opportunity-Enhancing Practices' have attained discriminant validity since the diagonal values in the Fornell-Larcker criterion table are the highest for their respective Lower Order Components.

Table 4.15

Indicator Cross Loadings of Latent Variables

Variables	Items	Employee Participation	Teamwork	Information Sharing
Employee Participation	EP1	0.770	0.149	0.133
	EP2	0.791	0.017	0.030
	EP3	0.732	-0.018	0.054
	EP4	0.773	0.045	0.071
Teamwork	TW1	0.068	0.866	0.103
	TW2	0.075	0.818	0.054
	TW3	0.021	0.802	0.058
Information Sharing	IS1	0.034	0.031	0.766
	IS2	0.088	0.048	0.816
	IS3	0.099	0.121	0.816

Source: Primary data

Table 4.15 presents the indicator cross-loadings. It further confirms the model's discriminant validity, as the indicators of each latent variable exhibit the highest loadings in their corresponding columns.

b) Validating the Higher Order Formative Components

Figure 4.6 illustrates that opportunity-enhancing practices represent a Higher Order Component (HOC), with the Lower Order Components serving as its indicators. Consequently, 'opportunity-enhancing practices' is evaluated as a separate variable, with Employee Participation, Teamwork and Information Sharing serving as its indicators. As the HOC is a formative model, its validation requires an examination of the outer weights, ensuring that p-values are below 0.05 and T statistics above 1.96. To assess collinearity statistics, the Variance Inflation Factor (VIF) is used.

Table 4.16

Validity Indices: Opportunity-Enhancing Practices (HOC)

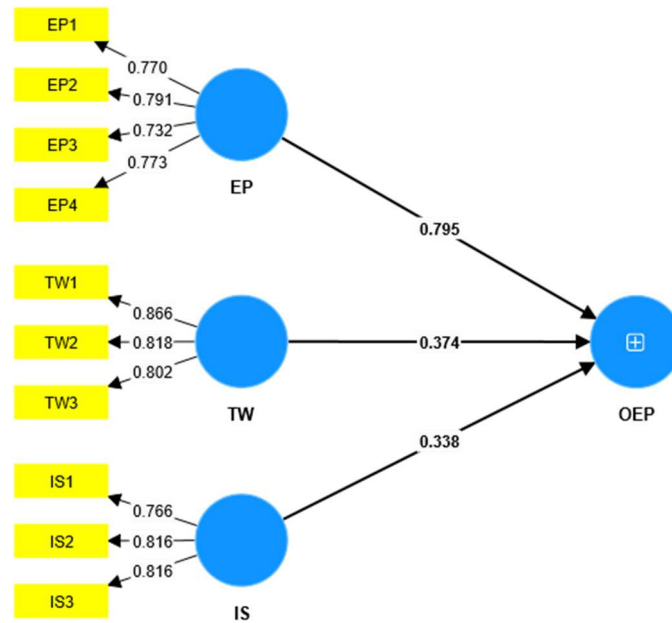
Higher order construct	Lower Order Constructs	Outer weight	T – Statistics	P Value	VIF
Opportunity-Enhancing Practices	Employee Participation	0.582	4.429	0.000	1.013
	Teamwork	0.317	2.636	0.008	1.011
	Information Sharing	0.661	5.746	0.000	1.016

Source: Primary data

Table 4.16 shows that the outer weight of all three Lower-order constructs is significant; its p-value is less than 0.05, and Its–T-statistics are more than 1.96. In order to check multicollinearity, the variance inflation factor (VIF) is verified; all three VIF values are less than 3, so no multicollinearity issue was found in the opportunity-enhancing practice model.

Figure 4.7

Opportunity-Enhancing Practices Measurement Model



Source: primary data

Figure 4.7 shows the final measurement model after the validation of the proposed model. Validation of both lower order and higher order constructs is conducted, and it is found that the proposed measurement model is capable of measuring the theoretical structure and the model is fit to represent the data.

4.5 Effectiveness of Human Resource Management Practices in the Telecom Sector.

4.5.1 Introduction

The effectiveness of Human Resource Management (HRM) practices pertains to measuring the success of actions and functions undertaken by the HR department within an organisation. In today's highly competitive environment, HR managers play a critical role in shaping overall business decisions, thereby necessitating a competent HR department to significantly contribute to an organisation's success. Previous studies have highlighted that HR practices implemented by business organisations have a substantial impact on employees' job satisfaction, organisational commitment,

engagement, behavioural outcomes, well-being, innovation, creativity, organisational culture, performance, and overall success. Consequently, it is evident that the overall success of an organisation is intricately linked to the HR practices it employs. So, the effectiveness of HR practices implemented in an organisation is crucial for its success.

4.5.2 Evaluation of the Effectiveness of Human Resource Management Practices

The primary aim of the study is to evaluate the efficacy of human resource management practices in the telecom industry. The study seeks to ascertain the perceptions of telecom employees regarding current human resource management methods, specifically whether they view these policies as adequate or deficient. We request employees to rate the human resource management practices on a five-point scale while also gathering their opinions. We design the Employee Satisfaction Index (ESI) to evaluate the effectiveness of human resource management practices. The employee satisfaction index quantifies employee contentment based on the ten current human resource management methods in the telecom sector on a scale of 100. Table 4.13 presents the human resource management methods together with their corresponding indicators for assessing the Employee Satisfaction Index.

Table 4.17

Indicators for Assessing the Employee Satisfaction Index

HRM Practices	Indicators
Training	The organisation identifies training needs periodically.
	Training needs assessment is based on inputs from performance appraisal.
	Training programs are in tune with the needs of the employees and the organisation.
	Employee's skills and knowledge are continuously updated through training.
Learning	I was given the opportunity to study different work methods.
	I can try different work methods even if they do not deliver useful results.

HRM Practices	Indicators
	I am offered sufficient time to find out how to conduct tasks more efficiently.
	My colleagues advise me if I don't know how to conduct a certain task.
Performance Appraisal	The organisation periodically conducts performance appraisals.
	The performance appraisal process of the organisation is fair and objective.
	Every employee is provided with performance feedback and counselling for performance improvement.
	Employees are well informed about the performance appraisal process of the organisation.
Salary	Competency-based compensation practices are used in the organisation.
	Salary and other benefits are commensurate with the employee's skills, knowledge, etc.
	Salary and other benefits are at par with other organisations in the market.
	In this organisation, the possibility of my current salary being increased is very large.
Promotion	Promotion in this organisation is based on seniority and merit.
	My position in the organisation is ideal.
	My promotion speed in the present organisation is fast.
	The probability of being promoted in my present organisation is high.
Job Security	Employees in this job can be expected to stay with this organisation for as long as they wish.
	Job security is almost guaranteed to employees in this job.
	More secure than most of the job
Reward	The organisation gives incentives in the form of awards, bonuses, perquisites, etc.
	Receive bonuses based on the profit of the organisation.
	The organisation matches my pay to my individual or group performance.
Employee Participation	Employees in this job are often asked by their supervisor to participate in decisions.
	Individuals in this job are allowed to make decisions.

HRM Practices	Indicators
	Employees are provided the opportunity to suggest improvements in the way things are done.
	Supervisors keep open communications with employees in this job.
Teamwork	There is a team effort in my organisation.
	I feel I am a part of a team in my organisation.
	I prefer to work in a team rather than alone.
Information Sharing	There is adequate information sharing in my organisation.
	I am properly updated about the changes in my organisation.
	I am well-informed about the rules and procedures of my organisation.

Source: Primary data

The equations used for calculating the Employee Satisfaction Index have been constructed on the basis of the guidelines issued by IndiKit, which is an international NGO for human welfare by People in Need (IndiKit, 2019), the effectiveness of HRM practices in the insurance sector is measured by employing ESI in previous studies (Saranya, 2021). The following equation is taken to compute the employee satisfaction index for individual human resources management practices.

ESI of individual practices

$$= \frac{\text{Sum of the satisfaction score for the practice per employee}}{\text{Maximum possible score}} \times 100$$

To calculate the employee satisfaction index of individual employees regarding various human resource practices, firstly, the sum of satisfaction scores for the practice per employee is to be found. It was done by using a five-point Likert scale; employees were required to mark their level of agreement on various statements given for each human resource practice. A strong agreement with the positive statement indicates a high level of satisfaction with the practice, receiving a score of 5 points. On the contrary, strong disagreement shows extreme dissatisfaction, generating a score of 1 point (lowest). A neutral response, indicating neither agreement nor disagreement, is assigned a score of 3, conveying a state of neither

satisfied nor dissatisfied regarding the human resource management practice in question. For each employee, the indicator scores are added for each human resource management practice separately to find out their satisfaction score, and the total of these scores of each employee is the 'sum of satisfaction score of practices per employee', which is divided by the maximum possible score.

Maximum possible score

$$= \text{Number of indicators} \times \text{maximum point per indicator} \times N$$

The maximum possible score represents the highest achievable score for an effective HRM practice. For example, the maximum possible score for ' Training' is 8080 (i.e., $4 \times 5 \times 404$), where 4 denotes the number of indicators measuring the ESI of 'Training', 5 signifies the highest satisfaction score, and 404 indicates the total number of responses. Calculating the 'sum of satisfaction scores of practices per employee' divided by the 'maximum possible score' multiplied by 100 yields the Employee Satisfaction Index for each HRM practice.

$$\text{Overall ESI} = \frac{\text{Sum of ESI values}}{\text{Number of responses}}$$

To evaluate Overall Employee Satisfaction, the Employee Satisfaction Index (ESI) of each employee is initially computed. Rather than assessing the satisfaction score of HRM practices individually, the scores of all indicators are aggregated, divided by the maximum possible score, and then multiplied by 100. The maximum achievable score is 180, calculated by multiplying the total number of indicators by the maximum point value of 5. This will generate ESI for each employee or N number of ESI values. The aggregate of these ESI values must be divided by the number of responses, or N, to obtain the Overall Employee Satisfaction Index.

Criteria for decision-making

The basic guideline for assessing satisfaction levels is that an index number approaching 100 signifies greater employee satisfaction with HRM processes, which

are deemed highly effective; nevertheless, a cutoff score is established using the Average Index value.

$$\text{Average Index Value} = \frac{\text{Average satisfaction score}}{\text{maximum possible score}} \times 100$$

The average satisfaction score is determined by multiplying the mean score by the total number of indicators across N answers. The mean score is 3 in all instances, as it represents the average value on a 5-point scale.

$$\text{Average satisfaction score} = 3 \times \text{Number of indicators} \times N$$

Table 4.18

Criteria for decision-making: Effectiveness of HRM Practices

Levels	Decision Criteria
Up to 60	Ineffective
60 to 80	Effective
80 to 100	Very Effective

The Average Index value for all HRM practices is determined to be 60 since the efficacy of each practice is assessed on a 5-point scale with a mean score of 3. Consequently, any HRM practices with an index value below 60 will be deemed ineffective, while those above 60 are regarded as effective. An additional category is provided for classifying the top-scoring practices, specifically those with an index value ranging from 81 to 100. Consequently, any practice attaining the index score within this range will be deemed 'very effective'. The evaluation standards are clearly delineated in Table 4.18.

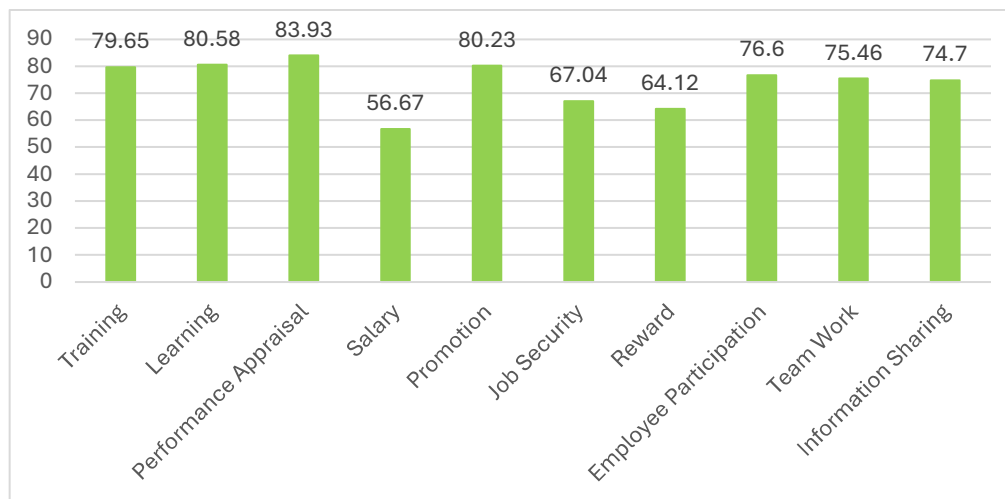
Table 4.19
Effectiveness of HR Practices in the Telecom Sector in Kerala

ESI of individual HR Practices	Telecom Sector
Training	79.65
Learning	80.58
Performance Appraisal	83.93
Salary	56.67
Promotion	80.23
Job Security	67.04
Reward	64.12
Employee Participation	76.60
Teamwork	75.46
Information Sharing	74.70
Overall ESI	74.29

Source: Primary data

The Employee Satisfaction Index for telecom sector employees is analysed and presented in Table 4.19, based on these parameters. Among the ten HRM practices studied, three are classified as 'very effective': Performance Appraisal (83.93), Learning (80.58), and Promotion (80.23). The performance of telecom industry personnel in Kerala is effectively evaluated and monitored in accordance with their expected standards, accompanied by possibilities for learning and advancement to higher positions. Among the remaining practices, Salary (56.67) falls below 60 in the specified judgment criteria; hence, it is deemed 'ineffective.' The compensation policies in the telecom sector in Kerala should be reviewed and changed to align with employees' preferences. The remaining practices that fall within the decision criterion range of 60 to 80 are Training (79.65), Employee Participation (76.60), Teamwork (75.46), Information Sharing (74.70), Job Security (67.04), and Reward (64.12). Thus, they are 'effective.' To enhance employee commitment and performance, it is advisable to strengthen and uplift these practices to a higher level.

The Overall ESI is 74.29, which indicates that all the prevailing HRM practices are 'effective' among employees in the telecom sector in Kerala.

Figure 4.8**Effectiveness of HR Practices in the Telecom Sector in Kerala**

Source: Primary data

Table 4.20**Effectiveness of HRM Practices in Public and Private Sector**

ESI of individual HR Practices	Public (BSNL)	Private (JIO)
Training	78.79	80.52
Learning	81.51	79.62
Performance Appraisal	83.13	84.75
Salary	54.19	59.2
Promotion	76.25	84.3
Job Security	63.56	70.6
Reward	61.04	67.26
Employee Participation	75.85	77.37
Teamwork	76.27	74.63
Information Sharing	74.05	75.36
Overall ESI	72.88	75.74

Source: Primary data

Table 4.20 depicts the comparison of the effectiveness of HRM practices in the public and private telecom sectors in Kerala. In the present study, the Public sector is represented by BSNL, whereas the Private sector is represented by jio.

While analysing the effectiveness of HRM practices in the public sector, it is evident that, among ten practices, two fall in the decision criteria of ‘very effective’. They are Performance Appraisal (83.13) and Learning (81.51). It indicates that the performance of employees in the public telecom sector in Kerala is properly appraised and monitored, and adequate opportunities are offered for learning. Among the remaining practices, only the practice ‘Salary’ comes under the decision criteria ‘ineffective’ with an ESI score of 54.19. It indicates that compensation policies in the public sector should be evaluated and redesigned to align with the employees’ preferences and to enhance their commitment to the sector. All the remaining practices are ‘effective’ among employees in the public sector; they are Training (78.79), Teamwork (76.27), Promotion (76.25), Employee Participation (75.85), Information Sharing (74.05), Job Security (63.56) and Reward (61.04). It is advisable to take measures to make the practices ‘very effective’, which are currently ‘effective’, which in turn leads to the increased efficiency and commitment of employees.

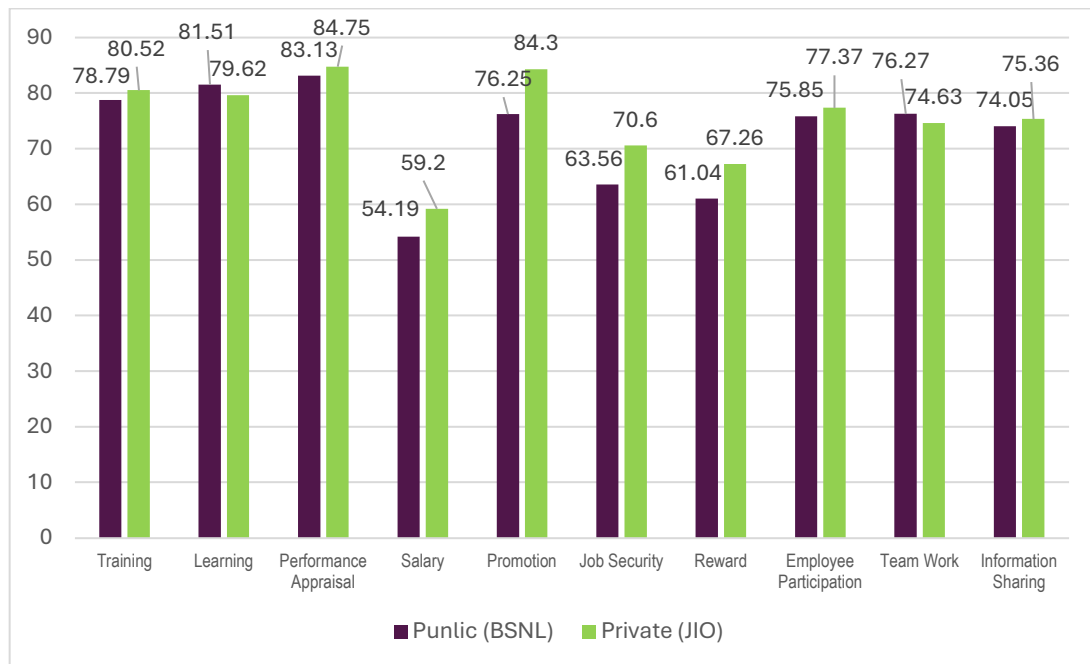
In the private telecom sector, the majority of HR practices have higher ESI scores than those of the public telecom sector. Among the studied practices, three fall in the decision criteria of ‘very effective’, namely Performance Appraisal, Promotion and Training, with an ESI score of 84.75, 84.3 and 80.52, respectively. It discloses that the performance of employees in the private telecom sector is evaluated in an adequate manner according to their expected standards, and the sector provides opportunities for advancement to the next positions. Moreover, it is understood that training methods applied in the sector are very effective for employees to improve their performance. Just like in the case of the Public sector, in the case of the Private sector also, Salary comes under the decision criteria of ‘ineffective’ with an ESI score of (59.2), but it is almost near the next level. It is denoted that salary packages should be reviewed in the private sector also in order to attract and retain employees in the sector. All the remaining practices, namely Learning (79.62), Employee Participation (77.37), Information Sharing (75.36), Teamwork (74.63), Job Security (70.6) and Reward (67.26), fall under the decision criteria of ‘effective’, hence management had better to take actions to make these practices ‘very effective’.

While comparing the overall ESI of the Public and Private Telecom sectors in Kerala, it is clear that the overall ESI of the private telecom sector (75.74) is greater than that of the public telecom sector (72.88). It is understood that HR practices prevailing in private sector telecom are more effective when compared with public, and both sectors fall 'effective' under decision criteria.

The overall results indicate that some of the individual practices are regarded as 'ineffective' while others are 'very effective'; however, the majority of individual practices fall into the category of 'effective'. So, to enhance job satisfaction and organisational commitment of telecom employees, it is essential to ascertain the relationship of HRM practices with job satisfaction and organisational commitment individually and collectively. The forthcoming chapters examine the interconnections among these constructs, and based on the findings, telecom sector companies can review and redesign their HRM practices to make employees happy and committed towards the organisation.

Figure: 4.9

Effectiveness of HRM Practices among Public and Private Telecom Employees



Source: primary data

4.6 Chapter Summary

This chapter provides a clear picture of the sociodemographic and professional variables of telecom sector employees working in Kerala. Male employees constitute the major share of employment in the telecom sector, and the majority are young; many employees qualify for higher secondary only and reside in rural areas. The professional profile indicates that among employees, most of the respondents are from the job category of administrative officers and less experienced groups. The number of employees doing desk jobs is comparatively higher than by travel, and a major share of employees have fixed work schedules. The company signed a contractual agreement and fixed performance targets with a large number of employees. As the present study is concerned with HR practices, the AMO model is taken for the study. Under Ability-Enhancing Practices, ‘training, learning and performance appraisal’ were studied. ‘Salary, promotion, reward and job security’ are coming under Motivation-Enhancing Practices. Opportunity-enhancing practices include ‘employee participation, teamwork and information sharing’. All three sets of practices were validated separately by using confirmatory factor analysis, and these practices constitute the HR practices for the study. The effectiveness of HR practices is evaluated by using the ‘employee satisfaction index’; the results show that the performance appraisal, learning, and promotion in the entire telecom sector is ‘very effective’; salary is the only practice that comes under ‘ineffective’ and all other practices shows ‘effective’. The effectiveness of HR practices in public is less when compared to private. In the public sector, ‘performance appraisal and learning’ shows ‘very effective’, ‘salary’ is ‘ineffective’, and all other practices come under ‘effective’ practices in public sector telecom. HR practices such as ‘training, performance appraisal and promotion’ are ‘very effective’ in the private sector, while ‘salary’ shows ‘ineffective’; all other practices are shown to be ‘effective’ in the private telecom industry.

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CHAPTER 5

**ORGANISATIONAL COMMITMENT OF
TELECOM SECTOR EMPLOYEES**

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5.1 Introduction

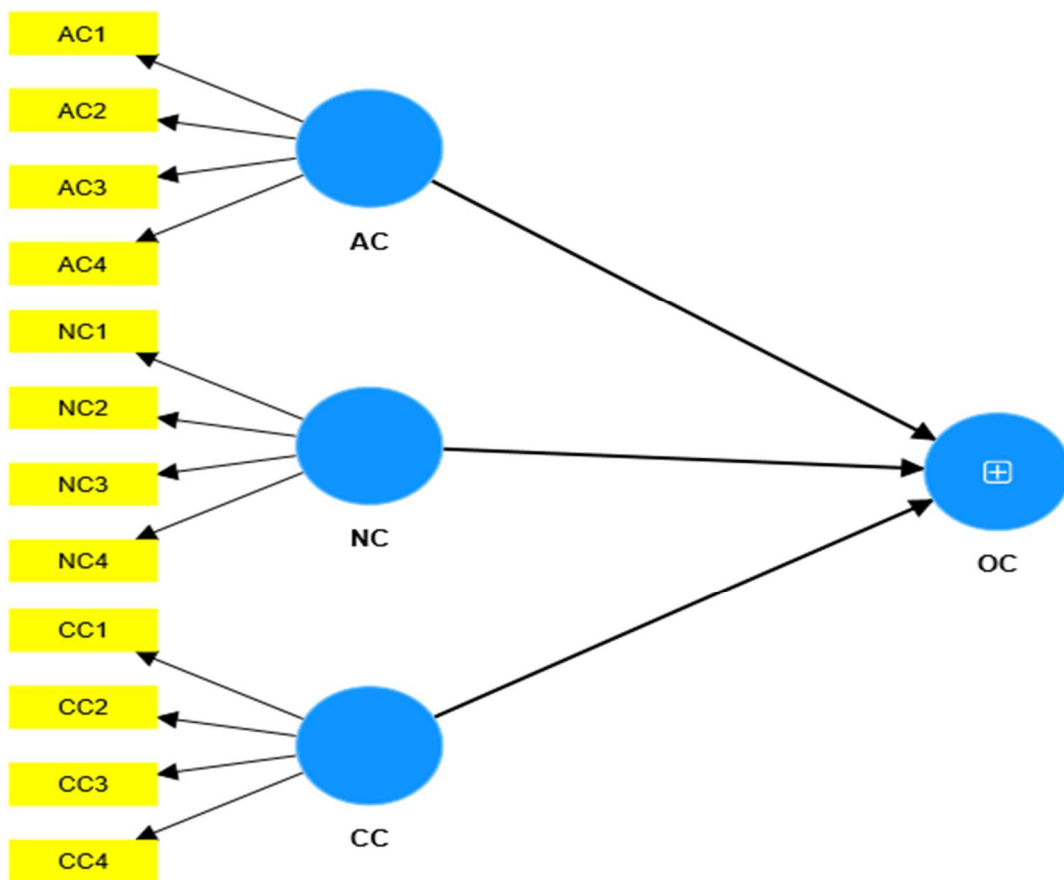
In the previous chapter, we examined several facets of human resource management practices in the telecom sector; here, we will analyse the organisational commitment of telecom sector employees, which is the second objective of the study. The three-component model of organisational commitment proposed by Meyer & Allen (1991) is utilised for assessing organisational commitment. He contended that organisational commitment constitutes a psychological state comprising at least three distinct components: (a) a desire (affective commitment), (b) a need (continuance commitment), and (c) an obligation (normative commitment) to sustain employment inside an organisation. The appropriateness of this adopted model for representing the empirical data is evaluated using Confirmatory Factor Analysis (CFA), so the chapter begins with the validation of the organisational commitment model by using confirmatory factor analysis. The measuring of organisational commitment in the telecom sector is conducted, with distinct assessments for public and private sector telecom employees. The results of various hypothesis tests are shown subsequently. Each statistical test is chosen only when its underlying assumptions are met.

5.2 Validation of Organisational Commitment Model

The appropriateness of this adopted model for representing the empirical data is evaluated by Confirmatory Factor Analysis (CFA) using Smart PLS 4 software. In our research, we adopted the Organisational Commitment model developed by Allen and Meyer, comprising Affective, Normative, and Continuance commitments. The Organisational Commitment model is a reflective-formative one. Affective commitment, normative commitment, and continuance commitment are lower-order constructs (LOC) that serve as reflective factors, together contributing to organisational commitment, which is a formative factor. In PLS-SEM, as a reflective-formative higher-order model, validation occurs in two stages: first, the validation of

the lower-order construct is conducted, followed by the validation of the higher-order construct. Both reflective and formative elements were assessed using distinct criteria. The reflective model is validated through the assessment of indicator reliability, convergent validity, internal consistency reliability, and discriminant validity. In the formative model, validation is conducted by assessing the significance and relevance of outer weights and collinearity among indicators (VIF values).

Figure 5.1
Organisational Commitment (initial model)



Source: Primary data

a) Validating Lower Order Reflective Components

Table 5.1

Validity Indices: LOCs of Organisational Commitment

Lower Order Constructs	Outer Loadings	Cronbach's Alpha	Composite Reliability (Rho_A)	Average Variance Extracted (Ave)
Affective Commitment				
AC1	0.735			
AC2	0.806			
AC3	0.755			
AC4	0.752	0.759	0.762	0.581
Normative Commitment				
NC1	0.868			
NC2	0.851			
NC3	0.832			
NC4	0.613	0.803	0.828	0.636
Continuance Commitment				
CC1	0.819			
CC2	0.825			
CC3	0.851			
CC4	0.636	0.790	0.795	0.620

Source: Primary data

Table 5.1 shows the reliability and validity measures of lower-order reflective constructs. Organisational commitment consists of three dimensions: affective commitment, normative commitment, and continuance commitment, with four indicators corresponding to each dimension. Being a reflective construct, we verify outer loadings, Cronbach's alpha, Composite reliability (rho_a) and Average variance extracted (AVE). The indicator reliability of reflective factors is confirmed by satisfactory outer loadings. Table 5.1 indicates that the outer loadings of all

observed variables exceed the quality threshold of 0.708, so the reliability of the indicator is verified (Hair et al., 2019). The composite reliability for affective commitment, normative commitment, and Continuance commitment is 0.762, 0.828, and 0.795, respectively. All exceeding the conventional threshold of 0.7. This clearly shows the model's internal consistency (Hair et al., 2019). For convergent validity, the Average Variance Extracted (AVE) of the variables must be 0.5 or greater. In this instance, the AVE values are 0.581, 0.636, and 0.620, respectively. So, it indicates that the construct possesses convergent validity.

Table 5.2

Fornell-Larcker Criterion of Organisational Commitment

Levels of Organisational Commitment	Affective Commitment	Normative Commitment	Continuance Commitment
Affective Commitment	0.762		
Normative Commitment	0.058	0.798	
Continuance Commitment	0.076	-0.003	0.787

Source: Primary data

Discriminant validity Attempt to assess whether the various constructs employed in the model accurately measure the distinct concepts. The Fornell-Larcker criterion and indicator cross-loadings are examined to ensure that the construct possesses discriminant.

Table 5.2 indicates that the Lower Order Components (LOCs) of the model 'Organisational Commitment' have attained discriminant validity since the diagonal values in the Fornell-Larcker criterion table are the highest for their respective Lower Order Components.

Table 5.3
Indicator Cross Loadings of Latent Variables

Variables	Items	Affective Commitment	Normative Commitment	Continuance Commitment
Affective Commitment	AC1	0.735	0.045	0.038
	AC2	0.806	0.023	0.090
	AC3	0.755	0.062	0.052
	AC4	0.752	0.048	0.049
Normative Commitment	NC1	0.072	0.868	0.037
	NC2	0.061	0.851	-0.029
	NC3	0.025	0.832	-0.033
	NC4	0.018	0.613	0.016
Continuance Commitment	CC1	0.051	0.020	0.819
	CC2	0.040	-0.006	0.825
	CC3	0.029	-0.032	0.851
	CC4	0.125	0.010	0.636

Source: Primary data

Table 5.3 presents the indicator cross-loadings. It further confirms the model's discriminant validity, as the indicators of each latent variable exhibit the highest loadings in their corresponding columns.

b) Validating the Higher Order Formative Components

Figure 5.1 illustrates that organisational commitment represents a Higher Order Component (HOC), with the Lower Order Components serving as its indicators. Consequently, 'Organisational Commitment' is evaluated as a separate variable, with affective commitment, normative commitment, and Continuity commitment serving as its indicators. As the HOC is a formative model, its validation requires an examination of the outer weights, ensuring that p-values are below 0.05 and T statistics above 1.96. To assess collinearity statistics, the Variance Inflation Factor (VIF) is used.

Table 5.4
Validity Indices: Organisational Commitment (HOC)

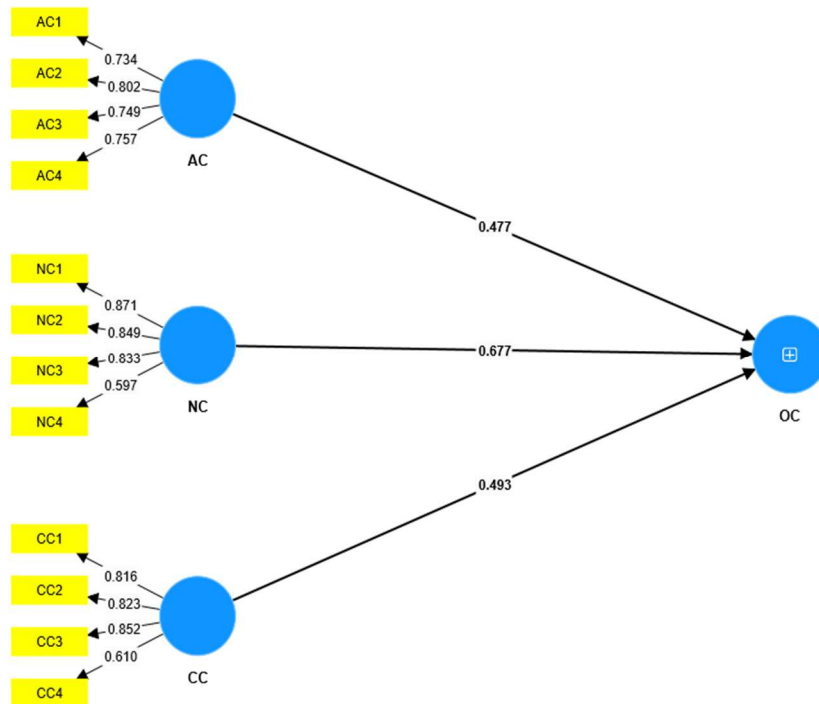
Higher Order Construct	Lower Order Constructs	Outer Weight	T – Statistics	P Value	VIF
Organisational Commitment	Affective Commitment	0.512	7.030	0.000	1.009
	Normative Commitment	0.603	9.214	0.000	1.003
	Continuance Commitment	0.542	7.388	0.000	1.006

Source: Primary data

Table 5.4 shows that the outer weight of all three Lower-order constructs is significant; its p-value is less than 0.05, and its T-statistics are more than 1.96. In order to check multicollinearity, the variance inflation factor (VIF) is verified; all three VIF values are less than 3, so no multicollinearity issue was found in the organisational commitment model.

Figure 5.2

Organisational Commitment – Measurement Model



Source: Primary data

Figure 5.2 shows the final measurement model after the validation of the proposed model. Validation of both lower-order and higher-order constructs is conducted, and it is found that the proposed measurement model is capable of measuring the theoretical structure and that the model is fit to represent the data.

5.3 Organisational Commitment in the Telecom Sector Industry

It is important to know the level of organisational commitment of employees in the Telecom sector because the industry is known for its dynamic environment, high competition and technological advancement. The present study focuses on Allen and Meyer's three dimensions of organisational commitment, namely; affective, normative and continuance commitment. If the level is identified properly, an organisation can focus on the areas where the employees need more attention.

5.3.1 Assessing the Organisational Commitment of the Telecom Employees

The Median Split Method (Gaur & Gaur, 2009) classified employees' three levels of organisational commitment and overall organisational commitment into three categories: low, medium, and high. Table 5.5 illustrates the standard for assessing the level of commitment.

Table 5.5

Benchmark for Assessing Organisational Commitment Level

	Levels of Organisational Commitment		
	Low	Moderate	High
Affective Commitment	Below 13	13 – 15	Above 15
Normative Commitment	Below 15	15 – 17	Above 17
Continuance Commitment	Below 16	16 – 17	Above 17
Organisational Commitment	Below 45	45 – 48	Above 48

Source: Primary data

Table 5.6
Organisational Commitment in the Telecom Sector

	Levels of Organisational Commitment			Level of Commitment
	Low	Moderate	High	
Affective Commitment	138 (34.15%)	144 (35.64%)	122 (30.19%)	Moderate
Normative Commitment	152 (37.62%)	148 (36.63)	104 (25.74%)	Low
Continuance Commitment	209 (51.73%)	71 (17.57%)	124 (30.69%)	Low
Organisational Commitment	154 (38.11%)	122 (30.19%)	128 (31.68%)	Low

Source: Primary data

Table 5.6 displays the organisational commitment level in Kerala's telecom sector, with the figures analysed using the previously mentioned standards.

The results presented in Table 5.6 establish that the affective commitment (35.64%) of employees working in the telecom sector in Kerala is moderate level, whereas their normative (37.62%) and continuance (38.11%) and overall organisational commitments (38.11%) are low level. The results indicate that most employees have a moderate emotional attachment to their organisations. It may be enhanced by redesigning the activities that foster a sense of belonging within the organisation. However, it is important to prioritize practices that contribute to a sense of obligation and a sense of loyalty to the organisation through uplifting normative and continuance commitment, as many employees working in the sector currently exhibit low levels of these commitments.

Organisational Commitment in Public and Private Telecom Companies

Table 5.7

Organisational Commitment in Public Telecom Company (BSNL)

	Levels of Organisational Commitment			Level of Commitment
	Low	Moderate	High	
Affective Commitment	74 (36.27%)	66 (32.35%)	64 (31.37%)	Low
Normative Commitment	89 (43.62%)	77 (37.74%)	38 (18.62%)	Low
Continuance Commitment	133 (65.19%)	29 (14.21%)	42 (20.58%)	Low
Organisational Commitment	104 (51%)	55 (27%)	45 (22%)	Low

Source: Primary data

Table 5.7 presents the organisational commitment level of the public telecom company in Kerala and compares these figures with the benchmark values outlined in Table 5.5.

The perspectives of employees about the organisational commitment of a public telecom sector company are presented in Table 5.7. The data shows that the majority of employees are coming under the low-level category in three levels and overall organisational commitment. Therefore, the company is redesigning its HR practices and policies to enhance employees' emotional attachment to the organisation, increase their sense of obligation to stay and increase their awareness of the costs associated with leaving the organisation.

Table 5.8
Organisational Commitment Private Telecom Company (Jio)

	Levels of Organisational Commitment			Level of Commitment
	Low	Moderate	High	
Affective Commitment	64 (32%)	78 (39%)	58 (29%)	Moderate
Normative Commitment	63 (31.5%)	71 (35.5%)	66 (33%)	Moderate
Continuance Commitment	76 (38%)	42 (21%)	82 (41%)	High
Organisational Commitment	50 (25%)	67 (33.5%)	83 (41.5%)	High

Source: Primary data

Table 5.8 denotes the level of organisational commitment prevailing in the private sector telecom in Kerala; the figures are analyzed on the basis of the benchmark mentioned in Table 5.5.

Table 5.8 presents the levels of organisational commitment in private sector telecom, revealing that most employees have a moderate level of affective (39%) and normative (35.5%) commitment. While this figure is more favourable than that of public telecom, the company still needs to enhance employees' emotional attachment and sense of obligation to stay with the organisation at a high level. 41% of employees expressed a sense of continuance commitment, indicating that a significant majority of private telecom employees believe that the costs associated with leaving the current organisation are high. The overall organisational commitment in private sector telecom companies is also high.

The analysis of the above results reveals that private sector employees exhibit a higher level of organisational commitment compared to their public sector counterparts, particularly in terms of continuous commitment and overall organisational commitment.

5.3.2 Descriptive Statistics of Organisational Commitment

The descriptive statistics of organisational commitment of telecom sector employees were analyzed among 404 telecom sector employees in Kerala. Mean, standard deviation, skewness and kurtosis were used to understand the organisational commitment levels.

Table 5.9
Descriptive Statistics of Organisational Commitment

Construct	Mean (N=404)	S. D	Skewness	Kurtosis
Affective Commitment	3.6293	.54038	.180	-.111
Normative Commitment	3.9047	.61632	-.584	.213
Continuance Commitment	4.0118	.64191	-.898	.091
Organisational Commitment	3.8486	.35283	-.255	.025

Source: Primary data

Table 5.9 presents the descriptive statistics of the organisational commitment of employees. The table shows that the continuance commitment (M=4.0118, S. D=0.64191) of telecom employees shows a high mean value while comparing other commitments, affective commitment (M=3.6293, S. D=0.54038) shows the least mean value among the commitment levels. All the values of skewness and kurtosis of organisational commitment are between -1 and +1; hence, data is assumed to be normal for statistical inferential tests like independent sample-t-test, One-way ANOVA, One-way MANOVA, etc.

5.3.3 Company and Organisational Commitment

H₀: There is no significant difference in organisational commitment between public and private telecom employees.

In order to identify whether there is a significant difference between organisational commitment in public and private companies, an independent sample t-test was performed. An independent sample t-test is used to determine whether the means of two independent groups or samples are statistically different. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 5.10
Independent Sample T-Test for Company
and Organisational Commitment and Its Levels

	Company	N	Mean	SD	T Value	P Value	Result
Affective Commitment	Public	204	3.66	0.673	-.632	0.528	Insignificant Difference
	Private	200	3.70	0.532			
Normative Commitment	Public	204	3.79	0.601	2.738	0.0060	Significant Difference
	Private	200	3.97	0.653			
Continuance Commitment	Public	204	3.89	0.594	2.412	0.016	Significant Difference
	Private	200	4.04	0.596			
Organisational Commitment	Public	204	3.77	0.356	4.407	0.000	Significant Difference
	Private	200	3.92	0.332			

Source: Primary data

Table 5.10 shows the result of an independent sample t-test, which is performed to understand if there is any significant difference in the organisational commitment and its three levels among public and private telecom employees. All the assumptions of the independent sample t-test, including normality, were satisfied.

It is found that there is a significant difference in the normative commitment among public and private employees. The private employees ($M = 3.97$) have more normative commitment than public ($M = 3.79$) telecom employees. Here, the p-value ($p = 0.006$) is less than 0.05 at the 5% significance level, so the difference is significant. In the context of continuance commitment, there is also a significant difference between public and private employees; the p-value ($p = 0.016$) is less than 0.05 at a 5% significance level. The mean value shows that the private employees ($M = 4.04$) have more continuance commitment than public ($M = 3.89$) telecom employees. In the case of affective commitment, the P value ($p = 0.528$) is more than 0.05; it shows that the affective commitment of both public and private telecom employees is not statistically different, as the null hypothesis is failed to reject at the 5% level of significance, but the mean value shows the same trend, that the private employees have more affective commitment than public employees. These results show the difference in the three levels of organisational commitment. When overall

organisational commitment, the p-value ($p = 0.000$) is less than 0.05 at a 5% significance level, and there is a significant difference in the overall commitment of public and private telecom employees. The private ($m = 3.92$) telecom sector is more dominant than the public ($M = 3.77$) in overall organisational commitment, too, as we mentioned in the three levels of commitment.

The results show that the company difference is resulting in the commitment levels and overall commitment of telecom sector employees. The private employees are more committed than the public in all aspects, so the HR department of the public sector telecom company may focus on implementing or redesigning the HR practices and other policies that lead to employee commitment.

5.3.4 Gender and Organisational Commitment

H₀: There is no significant difference in organisational commitment and its levels between male and female telecom employees.

An independent sample t-test was performed to understand the notable disparity in organisational commitment and its three levels between male and female telecom sector employees in Kerala. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 5.11
Independent Sample T-Test for Gender
and Organisational Commitment and Its Levels

	Gender	N	Mean	SD	T Value	P Value	Result
Affective Commitment	Male	284	3.72	.588	2.040	.043	Significant Difference
	Female	120	3.58	.642			
Normative Commitment	Male	284	3.91	.580	1.460	.146	Insignificant Difference
	Female	120	3.80	.737			
Continuance Commitment	Male	284	4.03	.538	3.069	.002	Significant Difference
	Female	120	3.81	.699			
Organisational Commitment	Male	284	3.90	.317	4.302	.000	Significant Difference
	Female	120	3.72	.399			

Source: Primary data

The results are presented in Table 5.11, which shows that there is a significant difference in the affective commitment ($p = 0.043$), continuance commitment ($p = 0.002$), and overall organisational commitment ($p = 0.000$) among male and female employees at the 5% significance level; the p-value is less than 0.05 in all these three cases. The results indicate that male employees have higher affective ($M = 3.72$) commitment than female ($M = 3.58$) employees, as well as higher continuance ($M = 4.03$) commitment when comparing female ($M = 3.81$) employees, and the overall organisational commitment of male ($M = 3.90$) employees is also higher than that of female ($M = 3.72$) telecom employees, and all these differences are significant. The normative commitment of telecom employees does not significantly differ between male and female telecom employees because its p-value (0.146) is higher than 0.05, but the mean value also indicates that male ($M=3.91$) employees have more normative commitment than female ($M=3.80$) telecom employees.

It is inferred from the above that there is a gender gap in the organisational commitment of telecom sector employees. Male employees are dominant in all aspects of organisational commitment compared to females. Female employees are far behind in commitment, as they possess only a minor share (29.70%) of the total employment in the sector. So, gender-specific HR practices may be initiated by the HR department to ensure women's empowerment in the telecom sector.

5.3.5 Marital Status and Organisational Commitment

H₀: There is no significant difference in organisational commitment and its levels between married and unmarried telecom employees.

In order to identify whether there is a significant difference between the organisational commitment of married and unmarried telecom employees, an independent sample t-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 5.12
Independent Sample T-Test for
Marital Status and Organisational Commitment and Its Levels

	Marital Status	N	Mean	SD	T Value	P Value	Result
Affective Commitment	Married	322	3.67	3.67	-.323	.747	Insignificant Difference
	Unmarried	82	3.70	3.70			
Normative Commitment	Married	322	3.91	3.91	1.966	.052	Insignificant Difference
	Unmarried	82	3.74	3.74			
Continuance Commitment	Married	322	4.00	4.00	2.275	.023	Significant Difference
	Unmarried	82	3.83	3.83			
Organisational Commitment	Married	322	3.86	3.86	2.172	.030	Significant Difference
	Unmarried	82	3.77	3.77			

Source: Primary data

Table 5.12 presents the results of an independent sample t-test. It is found that the continuance commitment ($p = 0.023$) and overall organisational commitment ($p = 0.030$) have p-values less than 0.05 at a 5% significance level, so there is a significant difference between married and unmarried employees regarding continuance commitment and overall organisational commitment. When comparing the mean value of continuance commitment, married ($M=4.00$) employees have a higher level than unmarried ($M=3.83$) employees; similarly, in the context of overall commitment, married ($M=3.86$) employees are more committed than unmarried ($M=3.77$) employees. When we are considering their affective commitment ($p = 0.747$) and normative commitment ($p = 0.052$), the p-value is more than 0.05; it shows that the affective and normative commitment of both public and private telecom employees are not statistically different, as the hypothesis is failed to reject at the 5% level of significance. The mean value displays the high affective commitment of unmarried ($M = 3.70$) employees compared to married ($M = 3.67$); the normative commitment of married ($M = 3.91$) employees is more than that of unmarried ($M = 3.74$) telecom employees.

It can be understood that the marital status of employees is a factor in deciding the commitment level of telecom sector employees; the present study found a significant difference regarding continuance commitment and overall organisational commitment based on the marital status of employees working in the telecom sector. So, HR departments may focus on building continuance and overall commitment in unmarried employees by addressing their problems and designing practices accordingly.

5.3.6 Area of Living and Organisational Commitment

H₀: There is no significant difference in organisational commitment and its levels among employees residing in rural and urban areas.

In order to identify whether there is a significant difference between the organisational commitment of employees based on their area of residence as rural and urban, an independent sample t-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 5.13
Independent Sample T-Test for
Area of Living and Organisational Commitment and Its Levels

	Area	N	Mean	SD	T Value	P Value	Result
Affective Commitment	RURAL	252	3.66	.621	-.725	.469	Insignificant Difference
	URBAN	152	3.70	.585			
Normative Commitment	RURAL	252	3.98	.543	4.113	.000	Significant Difference
	URBAN	152	3.70	.726			
Continuance Commitment	RURAL	252	3.97	.611	.232	.816	Insignificant Difference
	URBAN	152	3.95	.579			
Organisational Commitment	RURAL	252	3.87	.335	.221	.037	Significant Difference
	URBAN	152	3.80	.375			

Source: Primary data

Table 5.13 shows the results of an independent sample t-test performed in order to check the significant difference among rural and urban employees. With regard to normative commitment ($p = 0.000$) and overall organisational commitment ($p = 0.037$), the p-value is less than 0.05 at a 5% significance level, and there is a significant difference existing among rural and urban employees in normative and overall organisational commitment. The mean value denotes that telecom employees from rural areas have more normative commitment ($M = 3.98$) and overall organisational commitment ($M = 3.87$) than those of telecom employees who belong to urban ($M = 3.70$ and $M = 3.80$) areas. In the case of affective commitment ($p = 0.469$) and continuance commitment ($p = 0.816$), the p-value is more than 0.05; it shows that the affective and continuance commitment of employees belonging to rural and urban areas are not statistically different as the null hypothesis is failed to reject at the 5% level of significance. However, the mean value shows that employees belonging to the urban ($M = 3.70$) area possess more affective commitment than employees belonging to the rural ($M = 3.66$) area, but the continuance commitment of employees residing in the rural ($M = 3.97$) area is a little bit higher than that of employees residing in the urban ($M = 3.95$) area.

It can be understood that the area of living of employees significantly influences the normative and overall organisational commitment, so the area of living of employees may also be considered while designing policies and practices.

5.3.7 Job Timing and Organisational Commitment

H₀: There is no significant difference in organisational commitment and its levels among employees having fixed and flexible job timings in the company.

In order to identify whether there is a significant difference between the organisational commitment and its three levels among employees having fixed and flexible work schedules, an independent sample T-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 5.14
Independent Sample T-Test for
Job Timing and Organisational Commitment and Its Levels

	Timing	N	Mean	SD	T Value	P Value	Result
Affective Commitment	Fixed	312	3.66	.626	-.944	.346	Insignificant Difference
	Flexible	92	3.73	.537			
Normative Commitment	Fixed	312	3.85	.636	-1.762	.080	Insignificant Difference
	Flexible	92	3.98	.611			
Continuance Commitment	Fixed	312	3.93	.609	-2.274	.023	Significant Difference
	Flexible	92	4.09	.548			
Organisational Commitment	Fixed	312	3.82	.359	-2.917	.004	Significant Difference
	Flexible	92	3.94	.313			

Source: Primary data

Table 5.14 presents the results of an independent sample t-test. The result shows that continuance commitment ($p = 0.023$) and overall organisational commitment ($p = 0.004$) are significantly different among employees having fixed and flexible work schedules since the p-value is less than 0.05 at a 5% significance level. The mean value indicates that employees with flexible job timing exhibit higher levels of continuance commitment ($M = 4.09$) and overall organisational commitment ($M = 3.94$) compared to those with fixed job timing ($M = 3.93$ and $M = 3.82$). In the case of affective commitment ($p = 0.346$) and normative commitment ($p = 0.080$), the p-value is more than 0.05; it shows that the affective and normative commitments of employees with fixed and flexible job timing are not statistically different, as the null hypothesis failed to be rejected at the 5% level of significance. The mean value shows that the affective and normative commitments of employees with flexible job timing are higher than those of employees with fixed job timing.

The above results suggest a significant difference in the continuance commitment and overall organisational commitment of telecom sector employees between those with fixed and flexible job timings. Employees having flexible job timing dominate all aspects of organisational commitment, especially continuance

commitment. The management of telecom organisations may consider employees with fixed job timing when designing HR practices and policies, aiming to bridge the commitment gap based on job timing.

5.3.8 Bond Signing and Organisational Commitment

H₀: There is no significant difference in organisational commitment and its levels among bond-signed and non-bonded employees.

In order to identify whether there is a significant difference between the organisational commitment of employees who signed a bond with the company and those who did not sign, an independent sample T-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 5.15
Independent Sample T-Test for
Bond Signing and Organisational Commitment and Its Levels

	Having Bond	N	Mean	SD	T Value	P Value	Result
Affective Commitment	Yes	194	3.65	.566	-.671	.503	Insignificant Difference
	No	210	3.70	.643			
Normative Commitment	Yes	194	3.77	.539	-3.263	.001	Significant Difference
	No	210	3.98	.695			
Continuance Commitment	Yes	194	3.94	.595	-.631	.528	Insignificant Difference
	No	210	3.98	.603			
Organisational Commitment	Yes	194	3.78	.296	-3.854	.000	Significant Difference
	No	210	3.91	.387			

Source: Primary data

Table 5.15 presents the result of the independent sample t-test conducted to understand if there is any significant difference in organisational commitment and its levels between employees who have signed a bond with the company and those who have not. The p-values for normative commitment ($p = 0.001$) and overall organisational commitment ($p = 0.000$) are below 0.05 at the 5% significance level,

indicating that there is a significant difference. The mean value shows that employees who have not signed any bond are more normatively committed ($M=3.98$) and have an overall organisational commitment ($M=3.91$) compared to those who have signed a bond with the company ($M=3.77$ and $M=3.78$). In the case of affective commitment ($p = 0.503$) and continuance commitment ($p = 0.528$), the p-value is more than 0.05; it shows that the affective and continuance commitment of both telecom employees is not statistically different, as the null hypothesis is failed to reject at the 5% level of significance. Here, there is also a similar mean difference between affective commitment and continuance commitment; the employee who has not signed the bond feels more commitment.

It is understood from the above discussion that those employees having a contractual agreement with the company mentioning that he is responsible for working under the company for an agreed period are adversely affecting his normative commitment and overall commitment. Signing a bond with a company is not a good practice when we consider organisational commitment.

5.3.9 Performance Target and Organisational Commitment

H₀: There is no significant difference in organisational commitment and its levels among employees with performance targets and those without.

An independent sample t-test was performed to identify whether there is a significant difference in organisational commitment between employees with performance targets and those without. All the independent sample t-test assumptions, including normality, were satisfied.

Table 5.16
Independent Sample T-Test for
Performance Target and Organisational Commitment and Its Levels

	Target	N	Mean	SD	T Value	P Value	Result
Affective Commitment	Yes	262	3.59	.585	-3.848	.000	Significant Difference
	No	142	3.83	.619			
Normative Commitment	Yes	262	3.89	.621	.293	.770	Insignificant Difference
	No	142	3.87	.655			
Continuance Commitment	Yes	262	3.90	.642	-3.087	.002	Significant Difference
	No	142	4.08	.492			
Organisational Commitment	Yes	262	3.80	.341	-3.288	.001	Significant Difference
	No	142	3.92	.361			

Source: Primary data

Table 5.16 presents the results of an independent t-test conducted to understand if there is any significant difference in organisational commitment and its levels between employees with performance targets and those without. The p-values for the affective commitment ($p = 0.000$), continuance commitment ($p = 0.002$), and overall organisational commitment ($p = 0.001$) are less than 0.05 at the 5% significance level. So, there is a significant difference in affective commitment, continuance commitment, and overall organisational commitment among employees with performance targets and those without. We analyse the mean value to determine which type of employee is more committed. When we are analysing the mean value, employees who do not have performance targets have more affective commitment ($M=3.83$), continuance commitment ($M=4.08$), and overall organisational commitment ($M=3.92$) than employees having performance targets. When it comes to normative commitment ($p = 0.770$), the P value exceeds 0.05, indicating that there is no statistical difference in the normative commitment of both employees, and the null hypothesis fails to reject at the 5% level of significance.

The result suggests that an employee working with rigid performance targets is negatively impacting his affective, continuous, and overall organisational commitment.

5.3.10 Age and Organisational Commitment

H₀: There is no significant difference in organisational commitment among different age groups.

To understand whether there is a significant difference in organisational commitment of telecom sector employees based on different age groups, a one-way ANOVA is conducted with organisational commitment as the dependent variable and age groups as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 5.17

One-Way ANOVA on Age and Organisational Commitment

Age of Employee	Frequency	Mean	F value	P Value	Result
Up to 30	124	3.72	9.185	.000	Significant Difference
31 – 40	108	3.85			
41 – 50	92	3.91			
51 & above	80	3.96			

Source: Primary data

The result of one-way ANOVA in Table 5.17 shows a significant difference in the organisational commitment of telecom employees according to their age group ($p=0.000$), the p-value is less than 0.05, and the null hypothesis is rejected at a 5% significance level. The post hoc test is performed in order to identify which age groups are different in their organisational commitment.

Table 5.18
Scheffe Post Hoc Test on Age and Organisational Commitment

Age (I)	Age (J)	Mean Difference (I – J)	Standard Error	P Value
Up to 30	31-40	-.1275886*	.0450865	.047
	41-50	-.1854254*	.0471354	.002
	51 & above	-.2346102*	.0491229	.000
31-40	Up to 30	.1275886*	.0450865	.047
	41-50	-.0578368	.0485998	.702
	51 & above	-.1070216	.0505297	.215
41-50	Up to 30	.1854254*	.0471354	.002
	31-40	.0578368	.0485998	.702
	51 & above	-.0491848	.0523661	.830
51 & above	Up to 30	.2346102*	.0491229	.000
	31-40	.1070216	.0505297	.215
	41-50	.0491848	.0523661	.830

Source: Primary data

A post hoc test is conducted to identify the groups that cause the difference in the organisational commitment of telecom sector employees in different age groups. Scheffe post hoc test is used for analysis because of the organisational commitment of telecom employees, and group variances are equal. The results are presented in Table 5.18; the post hoc results show that there is a significant difference between “up to 30’ and all other age groups in organisational commitment. When we analyse the mean value, up to 30 (M=3.72) age group has a smaller mean value than all other age groups, and let us sum up that employees in the lower age group are less committed than other aged employees.

5.3.11 Age and Levels of Organisational Commitment

H₀: There is no significant difference in affective, normative, and continuance commitment among different age groups.

To identify whether there is a significant difference in affective, continuance and normative commitment among different age groups in telecom sector employees, one-way MANOVA is performed.

Table 5.19**One-Way MANOVA on Age and Levels of Organisational Commitment**

	Value	F value	Significance
Wilks' Lambda	.881	5.727	.000

Source: Primary data

Table 5.19 shows the results of multivariate analysis; here, the p-value ($p=0.000$) is less than the alpha value 0.05, and the null hypothesis is rejected. So, there is a significant difference in affective, normative and continuance commitment among telecom employees of different age groups. In order to get a proper understanding, univariate tests are examined.

Table 5.20

**MANOVA- Univariate Test Statistics,
Age and Levels of Organisational Commitment**

Organisational Commitment	Age	N	Mean	SD	F Value	P Value	Result
Affective Commitment	Up to 30	124	3.54	.590	3.786	.011	Significant Difference
	31-40	108	3.68	.639			
	41-50	92	3.80	.539			
	51 & above	80	3.74	.631			
	Total	404	3.68	.607			
Normative Commitment	Up to 30	124	3.90	.685	1.353	.257	Insignificant Difference
	31-40	108	3.82	.624			
	41-50	92	3.98	.593			
	51 & above	80	3.81	.597			
	Total	404	3.88	.632			
Continuance Commitment	Up to 30	124	3.73	.613	12.384	.000	Significant Difference
	31-40	108	4.00	.512			
	41-50	92	4.00	.663			
	51 & above	80	4.23	.477			
	Total	404	3.96	.599			

Source: Primary data

Table 5.20 explains the univariate tests; the results denote that the p-value of affective commitment (p=0.011) and continuance commitment (p=0.000) is less than the significant value of 0.05, so there is a significant difference in affective and continuance commitment of telecom employees. In order to identify the difference caused by age group, separate post hoc tests are needed.

Table 5.21

Scheffe Post Hoc Test for Age and Affective Commitment

Age (I)	Age (J)	Mean Difference (I-J)	Std. Error	P Value
Up to 30	31-40	-.14	.079	.317
	41-50	-.26*	.083	.008
	51 & above	-.20	.086	.102
31-40	Up to 30	.14	.079	.317
	41-50	-.13	.085	.435
	51 & above	-.06	.089	.899
41-50	Up to 30	.26*	.083	.008
	31-40	.13	.085	.435
	51 & above	.07	.092	.886
51 & above	Up to 30	.20	.086	.102
	31-40	.06	.089	.899
	41-50	-.07	.092	.886

Source: Primary data

Scheffe post hoc test is used because of equal variance between groups. Table 5.21 shows the results of the scheffe post hoc test for age and affective commitment; the table shows that there is a significant difference in affective commitment between employees aged 'up to 30' and aged 'between 41-50' when we analyse the mean value, employees aged 'between 41-50' (M=3.80) are more affectively committed than employees in low are group 'up to 30' (M= 3.54).

Table 5.22
Scheffe Post Hoc Test for Age and Continuance Commitment

Age (I)	Age (J)	Mean Difference (I-J)	Std. Error	P Value
Up to 30	31-40	-.27*	.076	.003
	41-50	-.27*	.079	.005
	51 & above	-.49*	.082	.000
31-40	Up to 30	.27*	.076	.003
	41-50	.00	.082	1.000
	51 & above	-.23*	.085	.041
41-50	Up to 30	.27*	.079	.005
	31-40	.00	.082	1.000
	51 & above	-.22	.088	.053
51 & above	Up to 30	.49*	.082	.000
	31-40	.23*	.085	.041
	41-50	.22	.088	.053

Source: Primary data

Scheffe's post hoc test is used because of the equal variance between groups. Table 5.22 shows the results of the scheffe post hoc test for age and continuance commitment. The table shows that there is a significant difference in continuance commitment between employees aged 'up to 30' and all other age groups. When we are analysing the mean value, employees aged 'up to 30' (M=3.73) have less continuance commitment than employees in all other higher age groups.

5.3.12 Work Experience and Organisational Commitment

H₀: There is no significant difference in organisational commitment based on work experience.

To understand whether there is a significant difference in the organisational commitment of telecom sector employees based on work experience, a one-way ANOVA is performed with organisational commitment as the dependent variable and work experience as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 5.23

One-Way ANOVA on Work Experience and Organisational Commitment

Work Experience	Frequency	Mean	F value	P Value	Result
Up to 5 Years	116	3.80	7.663	.000	Significant Difference
6 - 10 Years	106	3.75			
11 - 15 Years	97	3.87			
16 Years & More	85	3.98			

Source: Primary data

Table 5.23 presents the results of one-way ANOVA; from the analysis results, it is found that there is a significant difference in the organisational commitment of telecom employees according to their work experience ($p=0.000$), the p-value is less than 0.05, the null hypothesis is rejected at 5% significance level. The post hoc test is performed in order to identify which work experience groups are different in their organisational commitment.

Table 5.24

Scheffe Post Hoc Test on Work Experience and Organisational Commitment

Work Experience (I)	Work Experience (J)	Mean Difference (I – J)	Standard Error	P Value
Up to 5 Years	6 - 10 Years	.0541233	.0462754	.713
	11 - 15 Years	-.0692395	.0473839	.545
	16 Years & More	-.1737069*	.0491717	.006
6 - 10 Years	Up to 5 Years	-.0541233	.0462754	.713
	11 - 15 Years	-.1233628	.0483911	.091
	16 Years & More	-.2278302*	.0501430	.000
11 - 15 Years	Up to 5 Years	.0692395	.0473839	.545
	6 - 10 Years	.1233628	.0483911	.091
	16 Years & More	-.1044674	.0511678	.246
16 Years & More	Up to 5 Years	.1737069*	.0491717	.006
	6 - 10 Years	.2278302*	.0501430	.000
	11 - 15 Years	.1044674	.0511678	.246

Source: Primary data

A post hoc test is conducted to identify the groups that cause the difference in the organisational commitment of telecom sector employees having different work experiences. Scheffe post hoc test is used for analysis because of the organisational commitment of telecom employees, and group variances are equal. Table 5.24 shows the results of the Scheffe post hoc test for work experience and organisational commitment; the post hoc results show that there is a significant difference between employees having work experience of '16 years & more' with experience groups 'up to 5 years' and '6 to 10 years' in organisational commitment. When we analyse the mean value, 16 years & more (M=3.98) experienced employees are more highly committed than employees having an experience 'up to 5 years' (M=3.80) and between '6 to 10 years' (M=3.75) of experience in the telecom sector. Let us sum up that employees with less experience are less committed than other highly experienced employees.

5.3.13 Work Experience and Levels of Organisational Commitment

H₀: There is no significant difference in affective, normative and continuance commitment on the basis of work experience of employees.

To identify whether there is a significant difference in affective, continuance, and normative commitment among employees with different work experiences in the telecom sector employees, one-way MANOVA is performed.

Table 5.25
One Way MANOVA for
Work Experience and Levels of Organisational Commitment

	Value	F value	Significance
Wilks' Lambda	.944	2.585	.006

Source: Primary data

Table 5.25 shows the results of multivariate analysis; here, the p-value (p=0.006) is less than the alfa value 0.05, and the null hypothesis is rejected. So, there is a significant difference in affective, normative and continuance commitment of

telecom employees among different levels of work experience. In order to get a proper understanding, univariate tests are examined.

Table 5.26
MANOVA- Univariate Test Statistics,
Work Experience and Levels of Organisational Commitment

Organisational Commitment	Experience In Years	N	Mean	SD	F Value	P Value	Result
Affective Commitment	Up To 5 Years	116	3.69	.534	1.198	.310	Insignificant Difference
	6 - 10 Years	106	3.58	.660			
	11 - 15 Years	97	3.70	.580			
	16 Years & More	85	3.74	.657			
	Total	404	3.68	.607			
Normative Commitment	Up To 5 Years	116	3.85	.676	1.851	.137	Insignificant Difference
	6 - 10 Years	106	3.80	.736			
	11 - 15 Years	97	3.88	.564			
	16 Years & More	85	4.01	.475			
	Total	404	3.88	.632			
Continuance Commitment	Up To 5 Years	116	3.86	.617	4.761	.003	Significant Difference
	6 - 10 Years	106	3.88	.658			
	11 - 15 Years	97	4.02	.559			
	16 Years & More	85	4.14	.492			
	Total	404	3.96	.599			

Source: Primary data

Table 5.26 explains the univariate tests; the results denote that the p-value of affective commitment (p=0.310) and normative commitment (p=0.137) is more than

the significant value of 0.05; there is no significant difference in these two commitment levels. However, in the case of continuance commitment ($p=0.003$), the p -value is less than the significant value of 0.05, so there is a significant difference in continuance commitment of telecom employees having different work experiences. In order to identify the difference caused by which work experienced group, separate post hoc tests are performed.

Table 5.27

Scheffe Post Hoc Test for Work Experience and Continuance Commitment

Work Experience(I)	Work Experience (J)	Mean Difference (I-J)	Std. Error	P Value
Up to 5 Years	6 - 10 Years	-.02	.079	.998
	11 - 15 Years	-.16	.081	.284
	16 Years & More	-.28*	.084	.013
6 - 10 Years	Up to 5 Years	.02	.079	.998
	11 - 15 Years	-.14	.083	.396
	16 Years & More	-.26*	.086	.025
11 - 15 Years	Up to 5 Years	.16	.081	.284
	6 - 10 Years	.14	.083	.396
	16 Years & More	-.12	.088	.596
16 Years & More	Up to 5 Years	.28*	.084	.013
	6 - 10 Years	.26*	.086	.025
	11 - 15 Years	.12	.088	.596

Source: Primary data

Scheffe's post hoc test is used because of the equal variance between groups. Table 5.27 shows the results of the Scheffe post hoc test for work experience and continuance commitment; the post hoc results show that there is a significant difference between the experience group '16 years & more with the experience groups

‘up to 5 years’ and ‘6 to 10 years’ in continuance commitment. When we analyze the mean value, 16 years & more (M=4.14) experienced employees have higher continuance commitment than the employees having an experience ‘up to 5 years’ (M=3.86) and between ‘6 to 10 years’ (M=3.88) of experience in the telecom sector. let us sum up that employees with less experience have less continuance commitment than other highly experienced employees.

5.3.14 Education and Organisational Commitment

H₀: There is no significant difference between organisational commitment and its dimensions of telecom employees on the basis of their educational qualifications.

To understand whether there is a significant difference in organisational commitment and various levels of telecom sector employees based on their educational qualifications, a one-way ANOVA is conducted with organisational commitment and various levels as the dependent variable and educational qualification as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 5.28
One-Way ANOVA on
Educational Qualification and Organisational Commitment

	Educational Qualification	N	Mean	Sd	F Value	P Value	Result
Affective Commitment	HSE	187	3.61	.649	2.867	.036	Significant Difference
	Degree	107	3.67	.563			
	Pg & above	71	3.86	.542			
	Diploma	39	3.64	.584			
	Total	404	3.68	.607			
Normative Commitment	HSE	187	3.80	.646	3.098	.027	Significant Difference
	Degree	107	3.90	.658			
	Pg & above	71	3.92	.603			
	Diploma	39	4.13	.469			
	Total	404	3.88	.632			

	Educational Qualification	N	Mean	Sd	F Value	P Value	Result
Continuance Commitment	HSE	187	3.98	.572	3.283	.021	Significant Difference
	Degree	107	3.87	.688			
	Pg & above	71	3.92	.500			
	Diploma	39	4.21	.570			
	Total	404	3.96	.599			
Organisational Commitment	HSE	187	3.81	.339	3.642	.013	Significant Difference
	Degree	107	3.81	.374			
	Pg & above	71	3.90	.352			
	Diploma	39	3.98	.318			
	Total	404	3.84	.352			

Source: Primary data

Table 5.28 shows the results of one-way ANOVA on educational qualification and organisational commitment and its levels. The P value of affective commitment ($p=0.036$), normative commitment ($p=0.027$), continuance commitment (0.021) and overall organisational commitment ($p=0.013$) are below significance value of 0.05 shows there is a significant difference in affective, normative, continuance and overall organisational commitment among different educational qualification groups; hence, the null hypothesis is rejected. Post-hoc analysis was performed in order to identify the group that caused the differences.

Table 5.29

**Games-Howell Post Hoc Test for
Educational Qualification and Affective Commitment**

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
HSE	UG	-.058	.072	.853
	PG & above	-.244*	.080	.014
	Diploma	-.026	.105	.995

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
UG	HSE	.058	.072	.853
	PG & above	-.186	.084	.125
	Diploma	.032	.108	.991
PG & above	HSE	.244*	.080	.014
	UG	.186	.084	.125
	Diploma	.218	.114	.228
Diploma	HSE	.026	.105	.995
	UG	-.032	.108	.991
	PG & above	-.218	.114	.228

Source: Primary data

The Games-Howell post hoc test is used because the variance between groups is not equal. Table 5.29 shows the results of the Games-Howell post hoc test for educational qualification and affective commitment; the post hoc results show that there is a significant difference between the educational qualification 'HSE' and 'PG & above'. When we analyse the mean value, PG & Above qualified (M=3.86) employees have higher affective commitment than the employees having educational qualification 'HSE' (M=3.61). In conclusion, employees with lower educational qualifications have less affective commitment than other highly qualified employees.

Table 5.30

**Scheffe Post Hoc Test for
Educational Qualification and Normative Commitment**

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
HSE	UG	-.095	.076	.668
	PG & above	-.113	.087	.642
	Diploma	-.326*	.110	.035

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
UG	HSE	.095	.076	.668
	PG & above	-.018	.096	.998
	Diploma	-.231	.117	.277
PG & above	HSE	.113	.087	.642
	UG	.018	.096	.998
	Diploma	-.213	.125	.409
Diploma	HSE	.326*	.110	.035
	UG	.231	.117	.277
	PG & above	.213	.125	.409

Source: Primary data

Scheffe's post hoc test is used because of the equal variance between groups. Table 5.30 shows the results of the Scheffe post hoc test for educational qualification and normative commitment. The post hoc results show that there is a significant difference between the educational qualification 'HSE' and 'Diploma'. When we analyse the mean value, diploma-qualified (M=4.13) employees are more highly normative committed than the employees having educational qualification 'HSE' (M=3.80).

Table 5.31

**Games-Howell Post Hoc Test for
Educational Qualification and Continuance Commitment**

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
HSE	UG	.115	.079	.463
	PG & above	.068	.073	.782
	Diploma	-.221	.100	.136
UG	HSE	-.115	.079	.463
	PG & above	-.046	.089	.954
	Diploma	-.336*	.113	.020

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
PG & above	HSE	-.068	.073	.782
	UG	.046	.089	.954
	Diploma	-.290*	.109	.047
Diploma	HSE	.221	.100	.136
	UG	.336*	.113	.020
	PG & above	.290*	.109	.047

Source: Primary data

The Games-Howell post hoc test is used because the variance between groups is not equal. Table 5.31 shows the results of the Games-Howell post hoc test for educational qualification and continuance commitment. The post hoc results shows that there is a significant difference between the educational qualification 'Diploma' with 'UG' and 'PG & Above'. When we analyse the mean value, diploma-qualified (M=4.21) employees have higher continuance commitment than the employees having educational qualification 'UG' (M=3.87) and 'PG & Above' (M=3.92).

Table 5.32
Scheffe Post Hoc Test for
Educational Qualification and Organisational Commitment

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
HSE	UG	.0017575	.0423545	1.000
	PG & above	-.0908777	.0487078	.325
	Diploma	-.1729170*	.0615092	.050
UG	HSE	-.0017575	.0423545	1.000
	PG & above	-.0926353	.0534845	.393
	Diploma	-.1746745	.0653569	.069
PG & above	HSE	.0908777	.0487078	.325
	UG	.0926353	.0534845	.393
	Diploma	-.0820392	.0696424	.709
Diploma	HSE	.1729170*	.0615092	.050
	UG	.1746745	.0653569	.069
	PG & above	.0820392	.0696424	.709

Source: Primary data

Scheffe's post hoc test is used because of the equal variance between groups. Table 5.32 shows the results of the Scheffe post hoc test for educational qualification and overall organisational commitment. The post hoc results show that there is a significant difference between the educational qualification 'HSE' and 'Diploma' ($p=0.05$). When we analyse the mean value, diploma-qualified ($M=3.98$) employees have higher organisational commitment than the employees with an educational qualification 'HSE' ($M=3.81$).

5.3.15 Designation and Organisational Commitment

H₀: There is no significant difference between organisational commitment and its dimensions of Managers, Assistant Managers and Administrative Officers.

To understand whether there is a significant difference in organisational commitment and various levels of telecom sector employees based on their designations such as manager, assistant manager and administrative officer. A one-way ANOVA is conducted with organisational commitment and various levels as the dependent variable and designation as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 5.33

One-Way ANOVA on Designation and Organisational Commitment

	Designation	N	Mean	Sd	F Value	P Value	Result
Affective Commitment	Manager	54	3.74	.521	1.232	.281	Insignificant Difference
	Assistant Manager	163	3.71	.606			
	Administrative Officer	187	3.63	.630			
	Total	404	3.68	.607			
Normative Commitment	Manager	54	4.02	.566	5.452	.006	Significant Difference
	Assistant Manager	163	3.96	.548			
	Administrative Officer	187	3.77	.700			
	Total	404	3.88	.632			

	Designation	N	Mean	Sd	F Value	P Value	Result
Continuance Commitment	Manager	54	4.02	.532	1.736	.178	Insignificant Difference
	Assistant Manager	163	3.90	.635			
	Administrative Officer	187	4.01	.582			
	Total	404	3.96	.599			
Organisational Commitment	Manager	54	3.95	.275	5.298	.005	Significant Difference
	Assistant Manager	163	3.87	.343			
	Administrative Officer	187	3.79	.372			
	Total	404	3.84	.352			

Source: Primary data

Table 5.33 shows the results of one-way ANOVA on designation and organisational commitment and its levels. The P value of normative commitment ($p=0.006$) and overall organisational commitment ($p=0.005$) are below the significance value of 0.05, showing there is a significant difference in normative and overall organisational commitment among different designation groups; hence, the null hypothesis is rejected. Post-hoc analysis was performed in order to identify the group that caused the differences.

Table 5.34

Games-Howell Post Hoc Test for Designation and Normative Commitment

Designation (I)	Designation (J)	Mean Difference (I-J)	Std. Error	P Value
Manager	Assistant Manager	.061	.088	.766
	Administrative Officer	.248*	.092	.023
Assistant Manager	Manager	-.061	.088	.766
	Administrative Officer	.187*	.067	.015
Administrative Officer	Manager	-.248*	.092	.023
	Assistant Manager	-.187*	.067	.015

Source: Primary data

The Games-Howell post hoc test is used because the variance between groups is not equal. Table 5.34 shows the Games-Howell post hoc test results for designation and normative commitment. The post hoc results shows that there is a significant difference between the designation 'administration officer' with 'manager' and 'assistant manager'. When we analyse the mean value, the administrative officer (M=3.77) has less normative commitment than the 'manager' (M=4.02) and 'assistant manager' (M=3.96).

Table 5.35

Scheffe Post Hoc Test for Designation and Organisational Commitment

Designation (I)	Designation (J)	Mean Difference (I-J)	Std. Error	P Value
Manager	Assistant Manager	.0871772	.0548182	.283
	Administrative Officer	.1644220*	.0539357	.010
Assistant Manager	Manager	-.0871772	.0548182	.283
	Administrative Officer	.0772448	.0374115	.120
Administrative Officer	Manager	-.1644220*	.0539357	.010
	Assistant Manager	-.0772448	.0374115	.120

Source: Primary data

Scheffe's post hoc test is used because of the equal variance between groups. Table 5.35 shows the results of the Scheffe post hoc test for designation and overall organisational commitment. The post hoc results show that there is a significant difference between the designation 'administrative officer' and 'manager'. When we analyse the mean value, the administrative officer (M=3.79) has less overall organisational commitment than the 'manager' (M=3.95).

5.4 Chapter Summary

This chapter presents a clear-cut idea about organisational commitment in the telecom sector in Kerala. For studying organisational commitment, the three-level model suggested by Allen and Meyer is adopted, so the chapter begins with confirmatory factor analysis, which verifies the appropriateness of the model. The level of organisational commitment in the telecom sector is measured by using the median split method; here, first, the overall telecom sector is analysed, followed by the public and private sector organisational commitment levels measured separately. The telecom sector in Kerala exhibits a moderate level' of affective commitment, while normative, continuance, and overall organisational commitment demonstrate a 'low level.' When comparing the commitment level, public telecom company show a 'low level' in all levels and overall commitment, while private telecom employees have a moderate level of affective and normative commitment, and the continuance and overall organisational commitment show a 'high level.' The private sector employees exhibit a higher level of organisational commitment than their public sector counterparts, particularly in terms of continuous and overall organisational commitment.

Employees in the telecom sector exhibit a gender gap in organisational commitment. Male employees exhibit a higher level of commitment in all aspects of organisational commitment compared to their female counterparts. Additionally, employees' marital status also influences their commitment, with unmarried employees demonstrating a lower level of continuance and overall organisational commitment. Employees belong to rural areas, where there is more normative and overall organisational commitment. Employees with flexible job timings demonstrate a higher level of continuance commitment and overall organisational commitment compared to those with fixed job timings. Employees with contractual agreements demonstrate less normative and overall commitment, while those with rigid performance targets negatively impact their affective, continuous, and overall organisational commitment. Young employees have less continuance commitment, and experienced employees are more committed than freshers. Educational

qualifications influence affective, normative, and continual commitment and the overall commitment of employees. Employees with lower-level qualifications are less committed than highly qualified workers. An administrative officer's normative commitment is lower than that of a 'manager' or 'assistant manager,' and their overall organisational commitment is also lower than that of a 'manager'.

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CHAPTER 6

**JOB SATISFACTION OF TELECOM
SECTOR EMPLOYEES**

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6.1 Introduction

Job satisfaction refers to the positive emotional response that an employee experiences when performing their job duties or being present at work. In today's dynamic business environment, many reputable companies strive to analyse these feelings to enhance employee commitment and retention. It is important to note that job satisfaction can vary significantly among employees within the same organisation. Factors that contribute to job satisfaction for one employee may not necessarily apply to another.

This chapter aims to measure employee satisfaction in the telecom sector in Kerala, addressing the third objective of this study. The chapter begins with an Exploratory Factor Analysis (EFA) to identify the dimensions of job satisfaction. Based on the EFA results, two dimensions were considered: Task fulfilment satisfaction and Social support satisfaction. The Job Satisfaction Model was subsequently validated using Confirmatory Factor Analysis (CFA). After the model validation, overall job satisfaction and the satisfaction levels of employees in both public and private sectors were measured separately. Additionally, job satisfaction was analysed in terms of employees' demographic and professional variables.

6.2 Exploratory Factor Analysis on Job Satisfaction among Telecom Sector Employees

Exploratory factor analysis (EFA) is one of a family of multivariate statistical methods that is used to explore the factors for representing the data under investigation. Here, we attempt to identify the smallest number of hypothetical constructs (also known as factors, dimensions, latent variables, synthetic variables, or internal attributes) that can efficiently explain the covariation observed among a set of measured variables. Exploratory Factor Analysis identifies the common factors that explain the order and structure among measured variables. (Watkins, 2018). Measured variables must accurately reflect the domains associated with the factors in question

and exclude variables from irrelevant domains (Tucker & MacCallum, 1997). The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (Kaiser, 1974) and Bartlett's Test of Sphericity (Bartlett, 1954) are the two techniques employed to assess the appropriateness of factor analysis for the specified variables.

Factor loadings represent the correlation coefficients between the indicator variables and the factors; higher loading indicates a better explanation of the factor, and generally, loading below 0.3 is considered inadequate. Here, eight observed variables measuring Job Satisfaction have undergone EFA using SPSS software, with the Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity employed to verify data appropriateness. A KMO correlation exceeding 0.60 confirms sampling adequacy, whereas Bartlett's Sphericity returns a significant Chi-square value (Netemeyer, 2003). Four to six indicators per factor are recommended by Fabrigar (Fabrigar et al., 1999) while taking into account the indicators per factor. Exploratory Factor Analysis on Job Satisfaction of Telecom employees was conducted, and the findings are detailed below,

Table 6.1

KMO and Bartlett's test statistics on Job Satisfaction

Test		Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.766
Bartlett's Test of Sphericity	Chi-Square	860.807
	Sig.	.000

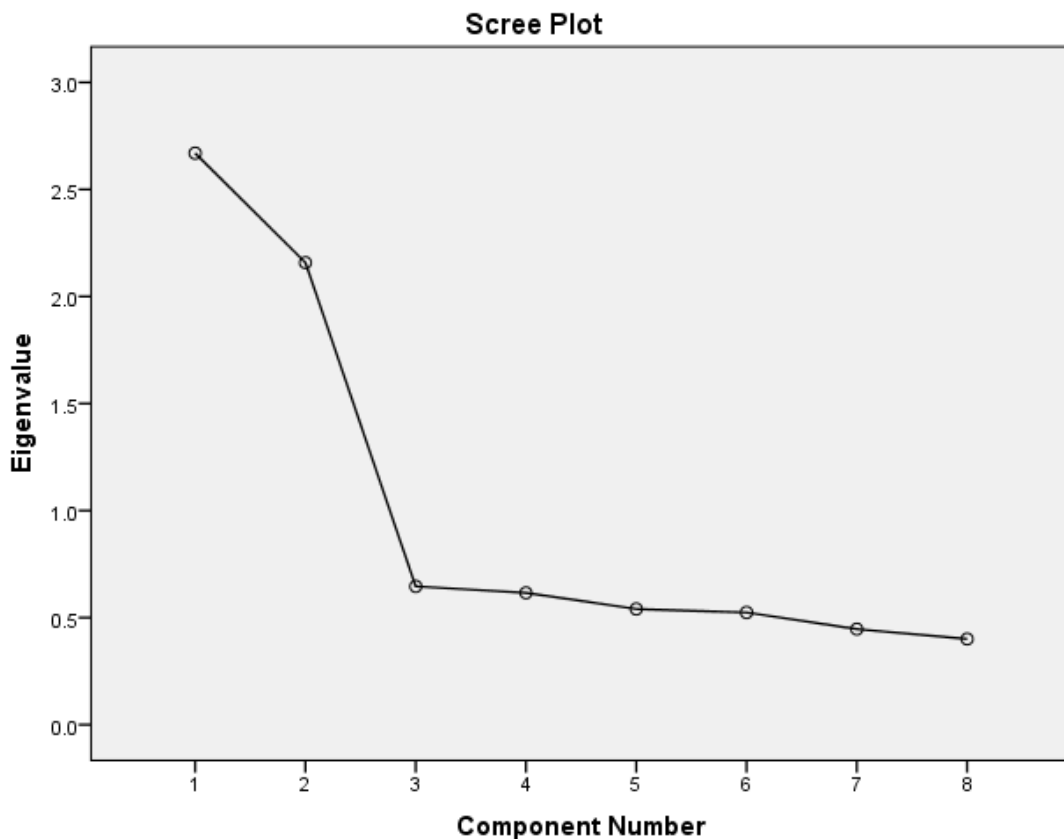
Source: Primary data

Table 6.1 exhibits the KMO and Bartlett's test statistics on Job Satisfaction; the KMO value is 0.766, indicating sufficient sample adequacy with the required data (J. Hair et al., 2010), whereas values below 0.5 indicate the inadequacy of data to perform factor analysis. Bartlett's Test of Sphericity indicates significance with a P value of 0.000, which is less than 0.05, signifying that variables are correlated with each other. The varimax method is employed for extraction, whereas principal component analysis is used for rotation. Eight variables were identified related to Job Satisfaction, and through the factor reduction method of EFA, it has been reduced to

two dimensions, namely Task Fulfilment Satisfaction and Social Support Satisfaction, with each dimension with four indicators based on the factor loadings above 0.5. The total variance, screen plot and factor loadings are given below,

Figure 6.1

Scree plot of factor loading of Job Satisfaction of Telecom Employees



Source: Primary data

Here, the scree plot illustrates the factors loading of Job Satisfaction among Telecom employees. The factor is plotted on X-axis, while eigenvalues are plotted on Y axis. All Eight variables are loaded under two factors or components, which exhibit eigenvalues greater than one in those plotted lines. Figure 6.1 shows the scree plot with eigenvalues 2.669 and 2.158, both exceeding one, while all other eigenvalue points fall below one. Therefore, these two factors are considered in factor analysis.

Table 6.2
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2.669	33.365	33.365	2.669	33.365	33.365	2.466
2	2.158	26.974	60.338	2.158	26.974	60.338	2.412
3	.646	8.076	68.414				
4	.616	7.698	76.112				
5	.540	6.754	82.867				
6	.524	6.551	89.418				
7	.446	5.580	94.997				
8	.400	5.003	100.000				

Source: Primary data

Table 6.2 exhibits the extraction of factor loading using principal component analysis. Eigenvalues beyond one are considered to comprehend the Total variance explained. Eigenvalues exceeding one are extracted into two dimensions, taking into account 60.34% of the total variance.

Table 6.3
Rotated Component Matrix

Items	Components	
	1	2
I feel greater meaning and satisfaction in my work.	.785	
I enjoy the tasks and activities at work.	.779	
I feel much pride in my job and working conditions.	.794	
My job feels like a hobby to me.	.761	
The chance to help each other while at work.		.802
I strive to put in extra effort to ensure success and support my colleagues in their roles.		.771
There is a more supportive and cooperative environment.		.778
I enjoy my co-workers.		.735

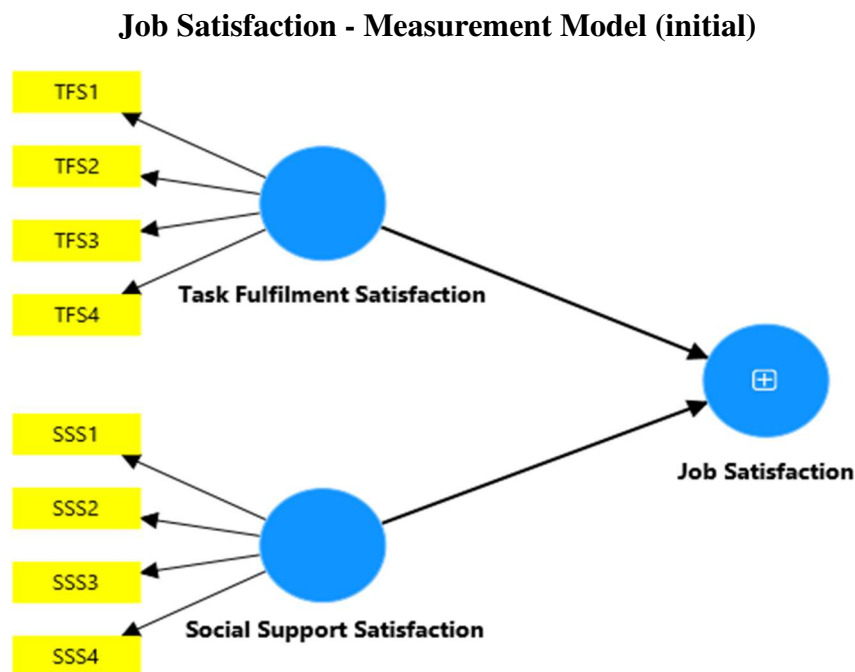
Source: Primary data

The application of Varimax rotation with Kaiser normalisation helps the reduction of Eight variables into two dimensions based on the correlation among the observed variables. Factor loadings exceeding 0.5 are adequately related to the commonly identifiable factors. The relationship between the indicators of Job Satisfaction is categorised into Task Fulfilment and Social Support Satisfaction.

6.3 Validation of Job Satisfaction Model Using CFA

Job Satisfaction is a reflective-formative model; Task Fulfilment Satisfaction and Social Support Satisfaction are the Lower Order Constructs (LOC), which are reflective factors, and they collectively contribute to Job Satisfaction, which is a formative factor. As a reflective-formative higher-order model, in PLS-SEM, the validation is done in two stages; in the first stage, we perform the validation of Lower Order Construct, and after that, validation of Higher Order Construct is performed. Both reflective and formative factors are validated through different criteria. The reflective model is validated by verifying indicator reliability, convergent validity, internal consistency reliability and discriminant validity. In the case of the formative model, the validation is done through the significance and relevance of outer weights and collinearity among indicators (VIF values).

Figure 6.2



Source: Primary data

a) **Validating Lower Order Reflective Components**

Table 6.4
Validity Indices: LOCs of Job Satisfaction

Lower Order Constructs	Outer Loadings	Cronbach's Alpha	Composite Reliability (rho_a)	Average Variance Extracted (AVE)
Task Fulfilment Satisfaction				
TFS1	0.783			
TFS2	0.774			
TFS3	0.791			
TFS4	0.771	0.785	0.786	0.608
Social Support Satisfaction				
SSS1	0.596			
SSS2	0.780			
SSS3	0.788			
SSS4	0.713	0.774	0.779	0.596

Source: Primary data

Table 6.4 shows the reliability and validity measures of the lower-order reflective construct Job Satisfaction. Job Satisfaction consists of two dimensions: Task Fulfilment Satisfaction and Social Support Satisfaction, with 4 indicators corresponding to each dimension. As it is a reflective construct, we verify Outer loadings, Cronbach's alpha, Composite reliability (rho_a) and Average variance extracted (AVE).

The indicator reliability of reflective factors is confirmed by satisfactory outer loadings. Table 6.4 indicates that the outer loadings of all observed variables exceed the quality threshold of 0.708, So the reliability of the indicator is verified (J. F. Hair et al., 2019). The composite reliability for Task Fulfilment Satisfaction and Social Support Satisfaction is 0.786 and 0.779, respectively, all exceeding the conventional

threshold of 0.7. This clearly shows the model's internal consistency (J. F. Hair et al., 2019). For convergent validity, the Average Variance Extracted (AVE) of the variables must be 0.5 or greater. In this instance, the AVE values are 0.608 and 0.596, respectively. So, it indicates that the construct possesses convergent validity.

Table 6.5
Fornell-Larcker Criterion- Job Satisfaction

	Task Fulfilment	Social Support
Task Fulfilment Satisfaction	0.780	
Social Support Satisfaction	0.109	0.772

Source: Primary data

Discriminant validity tries to measure the different constructs used in the model and should actually measure the different concepts. The Fornell-Larcker criterion and indicator cross-loadings are examined to ensure that the construct possesses discriminant validity.

Table 6.5 indicates that the Lower Order Components (LOCs) of the model 'Job Satisfaction' have attained discriminant validity since the diagonal values in the Fornell-Larcker criterion table are the highest for their respective Lower Order Components.

Table 6.6
Indicator Cross Loadings of Latent Variables

Variables	Items	Task Fulfilment	Social Support
Task Fulfilment Satisfaction	TFS1	0.783	0.086
	TFS2	0.774	0.061
	TFS3	0.791	0.073
	TFS4	0.771	0.118
Social Support Satisfaction	SSS1	0.090	0.803
	SSS2	0.096	0.780
	SSS3	0.117	0.788
	SSS4	0.022	0.713

Source: Primary data

Table 6.6 presents the indicator cross-loadings. It further confirms the model's discriminant validity, as the indicators of each latent variable exhibit the highest loadings in their corresponding columns.

b) Validating the Higher Order Formative Components

Figure 6.2 illustrates that Job Satisfaction represent a Higher Order Component (HOC), with the Lower Order Components serving as its indicators. Consequently, 'Job satisfaction' is evaluated as a separate variable, with Task Fulfilment Satisfaction and Social Support Satisfaction serving as its indicators. As the HOC is a formative model, its validation requires an examination of the outer weights, ensuring that p-values are below 0.05 and T statistics above 1.96. To assess collinearity statistics, the Variance Inflation Factor (VIF) is used.

Table 6.7
Higher Order Constructs Validity

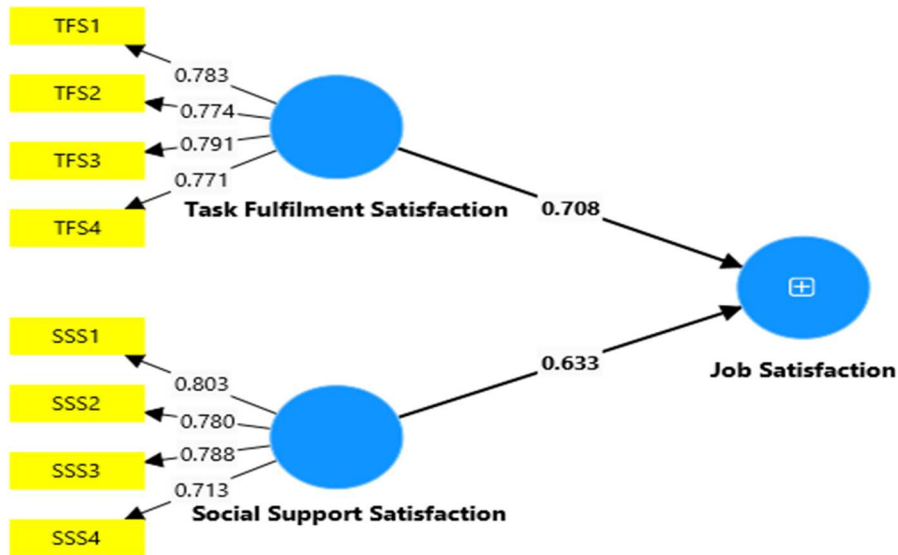
Higher order construct	Lower Order Constructs	Outer weight	T – Statistics	P Value	VIF
Job Satisfaction	Task Fulfilment Satisfaction	0.686	10.416	0.000	1.189
	Social Support Satisfaction	0.656	9.857	0.000	1.168

Source: Primary data

Table 6.7 shows that the outer weight of all three Lower-order constructs is significant; its p-value is less than 0.05, and Its T-statistics are more than 1.96. In order to check multicollinearity, the Variance Inflation Factor (VIF) is verified; all three VIF values are less than 3, so there is no multicollinearity issue found in the Job Satisfaction model.

Figure 6.3

Job Satisfaction – Measurement Model



Source: Primary data

6.4 Job Satisfaction in the Telecom Sector

After performing Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), the final model of job satisfaction is based on two main constructs, namely, Task fulfilment satisfaction and social support satisfaction. The job satisfaction level of telecom employees is assessed based on these two dimensions.

6.4.1 Assessing the Job Satisfaction of the Telecom Employees

The Median Split Method (Gaur & Gaur, 2009) classified employees' two dimensions of job satisfaction and overall job satisfaction into three categories: low, medium, and high. Table 6.8 illustrates the standard for assessing the level of job satisfaction.

Table 6.8
Benchmark for Assessing Job Satisfaction Level

	Levels of Job Satisfaction		
	Low	Moderate	High
Task Fulfilment Satisfaction	Below 13	13 – 15	Above 15
Social Support Satisfaction	Below 14	14 – 16	Above 16
Job Satisfaction	Below 28	28 – 31	Above 31

Source: Primary data

The level of Job satisfaction among employees in the telecom sector was measured by classifying the two constructs of Job satisfaction and overall Job satisfaction into three categories: Low, Medium and High, using the median split method (Gaur & Gaur, 2009). Table 6.8 illustrates the benchmark for assessing Job satisfaction levels.

Table 6.9
Job Satisfaction in the Telecom Sector

	Levels of Job Satisfaction			Level
	Low	Moderate	High	
Task Fulfilment Satisfaction	154 (38.11%)	129 (31.93%)	121 (29.95%)	Low
Social Support Satisfaction	156 (38.61%)	125 (30.94%)	123 (30.44%)	Low
Job Satisfaction Satisfaction	160 (39.60%)	122 (30.20%)	122 (30.20%)	Low

Source: Primary data

Table 6.9 presents the job satisfaction levels in Kerala's telecom sector, analysed using the previously mentioned standards.

The results presented in Table 6.9 show that the level of two dimensions of job satisfaction, namely Task fulfilment (38.11%) satisfaction and social support (38.61%) satisfaction, of employees working in the telecom sector in Kerala is low. The overall job satisfaction (39.60%) level of the telecom sector is also low. The results indicate that the majority of employees are dissatisfied with the various aspects

of task achievement and the support they receive from their peers. The telecom organisation should provide all necessary facilities and amenities to enable each employee to complete their tasks successfully. The company should also promote the relationships between superiors and subordinates, as well as mutual support and trust among coworkers.

Table 6.10

Job Satisfaction in Public Sector Telecom (BSNL)

	Levels of Job Satisfaction			Level
	Low	Moderate	High	
Task Fulfilment Satisfaction	87 (42.64%)	68 (33.33%)	49 (24.01%)	Low
Social Support Satisfaction	106 (51.96%)	53 (25.98%)	45 (22.05%)	Low
Job Satisfaction Satisfaction	107 (52.45%)	50 (24.50%)	47 (23.03%)	Low

Source: Primary data

Table 6.10 presents the level of Job satisfaction in the public telecom company in Kerala; the figures are compared with the benchmark values mentioned in Table 6.8.

The analysis of job satisfaction in a public sector telecom company, as illustrated in Table 6.10, reveals that a majority of employees fall into the low-level category across two dimensions. Additionally, the overall level of job satisfaction is low. Therefore, the company should consider redesigning its HR practices and policies to enhance employee satisfaction with performance and task achievement within the organisation. Additionally, they are strengthening their personnel relationships to enhance social support satisfaction, which in turn contributes to the overall job satisfaction of employees in the telecom sector in Kerala.

Table 6.11
Job Satisfaction in Private Sector Telecom (JIO)

	Levels of Job Satisfaction			Level
	Low	Moderate	High	
Task Fulfilment Satisfaction	67 (33.50%)	61 (30.50%)	72 (36%)	High
Social Support Satisfaction	50 (25%)	72 (36%)	78 (39%)	High
Job Satisfaction Satisfaction	53 (26.50%)	72 (36%)	75 (37.50%)	High

Source: Primary data

Table 6.11 displays the level of Job satisfaction in the private-sector telecom industry in Kerala; the figures are assessed on the basis of the benchmark mentioned in Table 6.8.

The results of the levels of Job satisfaction in the private sector telecom are presented in Table 6.11. It shows that the majority of employees have a high level of Task fulfilment (36%) satisfaction and social support (39%) satisfaction. Moreover, most employees in the private telecom sector have a higher level of overall job satisfaction (37.50%). When we compare this figure to the satisfaction of public telecom, it is significantly higher.

While we are analysing the above results, it is understood that the private sector employees have more Job satisfaction than the public sector.

6.4.2 Descriptive Statistics of Job Satisfaction

The descriptive statistics of job satisfaction of telecom sector employees were analysed among 404 telecom sector employees in Kerala. Mean, standard deviation, skewness and kurtosis were used to understand the job satisfaction among employees.

Table 6.12
Descriptive Statistics of Job Satisfaction

Construct	Mean (N=404)	S. D	Skewness	Kurtosis
Task Fulfilment Satisfaction	3.5408	.68292	-.139	-.034
Social Support Satisfaction	3.7710	.64723	-.539	-.021
Job Satisfaction	3.6559	.49490	-.191	-.373

Source: Primary data

Table 6.12 shows the descriptive statistics of job satisfaction and its two dimensions: task fulfilment satisfaction and social support satisfaction. The details of mean, standard deviation, skewness and kurtosis are presented in the Table. Social support satisfaction has (M=3.7710) the highest mean value while comparing the other dimension task fulfilment satisfaction (M=3.5408). The overall job satisfaction of employees shows a mean value of 3.6559. All the values of skewness and kurtosis of organisational commitment are between -1 and +1; hence, data is assumed to be normal for statistical inferential tests like independent sample-t-test, One-way ANOVA, One-way MANOVA, etc.

6.4.3 Company and Job Satisfaction

H₀: There is no significant difference in job satisfaction between public and private telecom employees.

To identify whether there is a significant difference in job satisfaction and its dimensions between public and private companies, an independent sample t-test was performed. The independent sample t-test is used to determine whether the means of two independent groups or samples are statistically different. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 6.13
Independent Sample T-Test for
Company and Job Satisfaction and Its Dimensions

	Company	N	Mean	SD	T Value	P Value	Result
Task fulfilment Satisfaction	Public	204	3.51	0.733	-1.533	0.126	Insignificant Difference
	Private	200	3.63	0.779			
Social support Satisfaction	Public	204	3.57	0.678	-6.340	0.000	Significant Difference
	Private	200	3.96	0.549			
Job satisfaction	Public	204	3.52	0.479	-5.590	0.000	Significant Difference
	Private	200	3.79	0.474			

Source: Primary data

Table 6.13 shows the result of an independent sample t-test, which is performed to determine whether there is a significant difference in job satisfaction and its dimensions among public and private telecom employees. All the assumptions of the independent sample t-test, including normality, were satisfied.

It is found that there is a significant difference in social support satisfaction among public and private employees. The private employees ($M = 3.96$) have more social support satisfaction than public ($M = 3.57$) telecom employees. Here, the p-value ($p = 0.000$) is less than 0.05 at the 5% significance level, so the difference is significant. In the context of overall job satisfaction, there is also a significant difference between public and private employees; the p-value ($p = 0.000$) is less than 0.05 at a 5% significance level. The mean value shows that private employees ($M = 3.79$) have more overall job satisfaction than public ($M = 3.52$) telecom employees. When it comes to task fulfilment satisfaction, the P value ($p = 0.126$) exceeds 0.05, indicating that there is no statistically significant difference in the task fulfilment satisfaction of both public and private telecom employees, as the null hypothesis fails to reject at a 5% level of significance. However, the mean value indicates a similar trend: private employees exhibit higher task fulfilment satisfaction than public employees.

The results indicate that the employee's job satisfaction and its dimensions in the telecom sector industries in Kerala are impacted by company differences. The private employees are more satisfied than the public in all aspects, especially in terms of the social support they are getting from the organisation and their overall job satisfaction, both of which have significant differences. Therefore, there exists a discrepancy in job satisfaction among telecom sector employees, underscoring the need for increased focus on fostering employee happiness and satisfaction, particularly within the public telecom industry. The HR department of the public sector telecom company may focus on implementing or redesigning the HR practices and other policies that lead to the contentedness of employees.

6.4.4 Gender and Job Satisfaction

H₀: There is no significant difference in job satisfaction and its dimensions among male and female telecom employees.

An independent sample t-test was performed to understand the notable disparity in job satisfaction and its dimensions between male and female telecom sector employees in Kerala. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 6.14
Independent Sample T-Test for Gender and Job Satisfaction and Its Dimensions

	Gender	N	Mean	SD	T Value	P Value	Result
Task fulfilment satisfaction	Male	284	3.62	.712	1.771	.078	Insignificant Difference
	Female	120	3.46	.847			
Social support satisfaction	Male	284	3.80	.609	1.498	.136	Insignificant Difference
	Female	120	3.69	.724			
Job satisfaction	Male	284	3.69	.453	2.446	.015	Significant Difference
	Female	120	3.55	.570			

Source: Primary data

Table 6.14 shows the result of an independent sample t-test, which is performed to determine whether there is a significant difference in job satisfaction and its dimensions among male and female employees working in the telecom sector. The p-value for task fulfilment ($p = 0.078$) and social support satisfaction ($p = 0.136$) exceeds 0.05, indicating a statistically insignificant difference between the task fulfilment and social support satisfaction of male and female telecom employees, as the null hypothesis fails to reject at the 5% significance level. However, for overall job satisfaction ($p = 0.015$), the p-value falls below 0.05 at the 5% significance level, indicating a significant difference. When we are analysing the mean value of overall job satisfaction, male employees are more satisfied than female employees in the telecom sector; the mean value of task fulfilment and social support satisfaction also indicates higher satisfaction of male employees than female employees.

It is inferred from the above that there is a gender difference in the job satisfaction of telecom sector employees. Male employees are more satisfied than female employees. So, it is important to boost the job satisfaction of employees irrespective of their gender. In the telecom sector, women's empowerment is a necessity because their strength is lower in numbers, and they are less satisfied when compared to male employees. It may consider gender-specific HR practices that ensure women's empowerment and job satisfaction in the telecom sector.

6.4.5 Marital Status and Job Satisfaction

H₀: There is no significant difference in job satisfaction and its dimensions among married and unmarried telecom employees.

In order to identify whether there is a significant difference in job satisfaction between married and unmarried employees, an independent sample t-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 6.15
Independent Sample T-Test for
Marital Status and Job Satisfaction and Its Dimensions

	Marital Status	N	Mean	SD	T Value	P Value	Result
Task fulfilment satisfaction	Married	322	3.55	.760	-.999	.318	Insignificant Difference
	Unmarried	82	3.65	.743			
Social support satisfaction	Married	322	3.78	.626	1.142	.254	Insignificant Difference
	Unmarried	82	3.69	.720			
Job satisfaction	Married	322	3.65	.486	.196	.844	Insignificant Difference
	Unmarried	82	3.64	.530			

Source: Primary data

Table 6.15 shows the result of an independent sample t-test, which is performed to determine whether there is a significant difference in job satisfaction and its dimensions among married and unmarried employees working in the telecom sector in Kerala. The p-value for task fulfilment satisfaction ($p = 0.318$), social support satisfaction ($p = 0.254$), and overall job satisfaction ($p = 0.844$) is more than 0.05, indicating that there is no statistical difference in the satisfaction levels of married and unmarried employees, and the null hypothesis fails to reject at the 5% level of significance.

The particulars above indicate that employees' marital status has no bearing on their job satisfaction in the telecom sector.

6.4.6 Area of Living and Job Satisfaction

H₀: There is no significant difference in job satisfaction and its dimensions among employees residing in rural and urban areas.

In order to identify whether there is a significant difference between the job satisfaction of employees from rural and urban areas, an independent sample t-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 6.16
Independent Sample T-Test for
Area of Living and Job Satisfaction and Its Dimensions

	Area	N	Mean	SD	T Value	P Value	Result
Task fulfilment satisfaction	Rural	252	3.64	.720	2.244	.026	Significant Difference
	Urban	152	3.46	.805			
Social support satisfaction	Rural	252	3.78	.677	.586	.558	Insignificant Difference
	Urban	152	3.74	.595			
Job satisfaction	Rural	252	3.69	.493	2.048	.041	Significant Difference
	Urban	152	3.59	.491			

Source: Primary data

Table 6.16 shows the result of an independent sample t-test, which is performed to determine whether there is a significant difference in job satisfaction and its dimensions among employees residing in rural and urban areas. The P value ($p = 0.558$) for social support satisfaction indicates that there is no statistically significant difference between the social support satisfaction of employees from both rural and urban areas, as the null hypothesis failed to be rejected at the 5% significance level. However, for task fulfilment satisfaction ($p = 0.026$) and overall job satisfaction ($p = 0.041$), the p-value is less than 0.05 at the 5% significance level, indicating a significant difference. When we analyse the mean value, we see that employees from rural areas are more satisfied with task fulfilment ($M=3.64$) and overall job satisfaction ($M=3.69$) than employees from urban areas.

The results indicate a significant difference in task fulfilment and overall job satisfaction, implying that policy formulation should take residential location into account. Employees residing in urban areas exhibit lower satisfaction levels, necessitating greater attention to enhance them compared to their rural counterparts.

6.4.7 Job Timing and Job Satisfaction

H₀: There is no significant difference in job satisfaction and its dimensions among employees with fixed and flexible job timings in the company.

In order to identify whether there is a significant difference in job satisfaction and its dimensions among employees having fixed and flexible job timings in the company, an independent sample t-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 6.17
Independent Sample T-Test for
Job Timing and Job Satisfaction and Its Dimensions

	Timing	N	Mean	SD	T Value	P Value	Result
Task fulfilment satisfaction	Fixed	312	3.54	.760	-1.633	.103	Insignificant Difference
	Flexible	92	3.68	.740			
Social support satisfaction	Fixed	312	3.67	.665	-6.941	.000	Significant Difference
	Flexible	92	4.09	.453			
Job satisfaction	Fixed	312	3.59	.504	-5.571	.000	Significant Difference
	Flexible	92	3.87	.393			

Source: Primary data

Table 6.17 shows the result of an independent sample t-test, which is performed to determine whether there is a significant difference in job satisfaction and its dimensions among employees having fixed and flexible job timings in the company. In the case of task fulfilment satisfaction, the P value ($p = 0.103$) is more than 0.05; it shows that the task fulfilment satisfaction of employees having fixed or flexible job timing is not significantly different, as the null hypothesis failed to reject at the 5% level of significance, but in the case of social support satisfaction ($p = 0.000$) and overall job satisfaction ($p = 0.000$), the p-value is less than 0.05 at the 5% significance level, and there is a significant difference. When we analyse the mean

value, employees with flexible job timing are more satisfied with social support (M=4.09) and overall job satisfaction (M=3.87) than employees with fixed (M=3.67 and M=3.59) job timing.

It is understood from the result that there is a significant difference in social support satisfaction and overall job satisfaction of employees having different work schedules; employees having flexible job timing feel more satisfied than employees working with fixed-job timing. So, there is a considerable difference in satisfaction between them. Organisations may consider the job timing of employees while designing policies and practices regarding employees.

6.4.8 Bond Signing and Job Satisfaction

H₀: There is no significant difference in job satisfaction and its dimensions among bond-signed and non-bonded employees.

In order to identify whether there is a significant difference in job satisfaction and its dimensions among bond-signed and non-bonded employees, an independent sample t-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 6.18
Independent Sample T-Test for
Bond Signing and Job Satisfaction and Its Dimensions

	Having Bond	N	Mean	SD	T Value	P Value	Result
Task fulfilment satisfaction	Yes	194	3.49	.722	-1.971	.049	Significant Difference
	No	210	3.64	.783			
Social support satisfaction	Yes	194	3.67	.637	-2.766	.006	Significant Difference
	No	210	3.85	.645			
Job satisfaction	Yes	194	3.53	.402	-4.834	.000	Significant Difference
	No	210	3.76	.545			

Source: Primary data

Table 6.18 shows the result of an independent sample t-test, which is performed to determine whether there is a significant difference in job satisfaction and its dimensions among bond-signed and non-bonded employees. The results indicate a significant difference in task fulfilment ($p = 0.49$), social support satisfaction ($p = 0.006$), and overall job satisfaction ($p = 0.000$) between bond-signed and non-bonded employees, with p-values less than 0.05 at a 5% significance level. When we are analysing the mean value, employees not having a bond with the company are more satisfied with task fulfilment ($M=3.64$), social support ($M=3.85$), and overall job satisfaction ($M=3.76$) than employees with a signed bond ($M=3.49$, $M=3.67$, and $M=3.53$, respectively) with the company.

The results suggest that employees who have signed a bond with the company are not as satisfied as those who don't; this suggests that the organisation should take into account the potential issues associated with bond signing.

6.4.9 Performance Target and Job Satisfaction

H₀: There is no significant difference in job satisfaction and its dimensions among employees with performance targets and those without.

In order to identify whether there is a significant difference in job satisfaction and its dimensions among employees with performance targets and those without, an independent sample t-test was performed. All the assumptions of the independent sample t-test, including normality, were satisfied.

Table 6.19
Independent Sample T-Test for
Performance Target and Job Satisfaction and Its Dimensions

	Target	N	Mean	SD	T Value	P Value	Result
Task fulfilment satisfaction	Yes	262	3.56	.749	-.386	.700	Insignificant Difference
	No	142	3.59	.773			
Social support satisfaction	Yes	262	3.68	.665	-3.638	.000	Significant Difference
	No	142	3.92	.581			
Job satisfaction	Yes	262	3.61	.490	-2.191	.029	Significant Difference
	No	142	3.72	.497			

Source: Primary data

Table 6.19 presents the result of an independent sample t-test, which is performed to determine whether there is a significant difference in job satisfaction and its dimensions among employees with performance targets and those without. The results show in the case of social support satisfaction ($p = 0.000$) and overall job satisfaction ($p = 0.029$), the p-value is less than 0.05 at a 5% significance level, so there is a significant difference in the social support satisfaction and overall job satisfaction among employees with performance targets and those without. When we are analysing the mean value, employees not having performance targets are more satisfied with social support ($M=3.92$) and overall job satisfaction ($M=3.72$) than employees having performance targets with the company.

It is understood from the results that employees with performance targets show less job satisfaction than employees without targets. The company may discuss with employees before taking decisions regarding performance targets.

6.4.10 Age and Job Satisfaction

H₀: There is no significant difference in job satisfaction among different age groups.

To understand whether there is a significant difference in job satisfaction of telecom sector employees based on different age groups, a one-way ANOVA is conducted with job satisfaction as the dependent variable and age groups as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 6.20
One-Way ANOVA on Age and Job Satisfaction

Age of Employee	Frequency	Mean	F value	P Value	Result
Up to 30	124	3.57	2.802	.040	Significant Difference
31 – 40	108	3.68			
41 – 50	92	3.76			
51 & above	80	3.63			

Source: Primary data

From Table 6.20, it is found that there is a significant difference in job satisfaction of telecom employees according to their age group ($p=0.040$); the p-value is less than 0.05, and the hypothesis is rejected at a 5% significance level. The post hoc test is performed in order to identify which age groups are different in their job satisfaction.

Table 6.21
Scheffe Post Hoc Test on Age and Job Satisfaction

Age (I)	Age (J)	Mean Difference (I – J)	Standard Error	P Value
Up to 30	31-40	-.111148	.064707	.400
	41-50	-.190305*	.067647	.049
	51 & above	-.062248	.070500	.854
31-40	Up to 30	.111148	.064707	.400
	41-50	-.079157	.069749	.732
	51 & above	.048900	.072519	.929
41-50	Up to 30	.190305*	.067647	.049
	31-40	.079157	.069749	.732
	51 & above	.128057	.075154	.408
51 & above	Up to 30	.062248	.070500	.854
	31-40	-.048900	.072519	.929
	41-50	-.128057	.075154	.408

Source: Primary data

A post hoc test is conducted to identify the groups that cause the difference in the job satisfaction of telecom sector employees in different age groups. Scheffe post hoc test is used for analysis because the job satisfaction of telecom employees group variances are equal. Table 6.21 shows the results of the Scheffe post hoc test for checking age and job satisfaction. The post hoc results shows that there is a significant difference between 'up to 30' and '41 to 50'. When we analyse the mean value, the up to 30 (M=3.57) age group have a smaller mean value than the age group '41 to 50 (M=3.76), and let us sum up that employees with lower age group have less job satisfaction than other aged employees.

6.4.11 Age and Dimensions of Job Satisfaction

H₀: There is no significant difference in task fulfilment and social support satisfaction of employees among different age groups.

To identify whether there is a significant difference in task fulfilment and social support satisfaction among employees from different age groups in the telecom sector, one-way MANOVA is performed.

Table 6.22

One-Way MANOVA for Age and Dimensions of Job Satisfaction

	Value	F value	Significance
Wilks' Lambda	.968	2.172 ^b	.044

Source: Primary data

Table 6.22 shows the results of the multivariate analysis; here, the p-value ($p=0.044$) is less than the significance value of 0.05, and the null hypothesis is rejected. So, there is a significant difference in task fulfilment and social support satisfaction of telecom employees among different age groups. In order to get a proper understanding, univariate tests are examined.

Table 6.23

MANOVA Univariate test statistics on Age and Dimensions of Job Satisfaction

Job Satisfaction	Age	N	Mean	Sd	F Value	P Value	Result
Task Fulfilment Satisfaction	Up to 30	124	3.52	.780	.451	.717	Insignificant Difference
	31-40	108	3.58	.775			
	41-50	92	3.64	.704			
	51 & above	80	3.55	.761			
	Total	404	3.57	.757			
Social Support Satisfaction	Up to 30	124	3.62	.665	4.092	.007	Significant Difference
	31-40	108	3.85	.699			
	41-50	92	3.90	.583			
	51 & above	80	3.73	.573			
	Total	404	3.77	.647			

Source: Primary data

Table 6.23 explains the univariate tests; the results denote that the p-value of social support satisfaction ($p=0.007$) is less than the alpha value 0.05, so there is a significant difference in social support satisfaction of telecom employees. In order to identify the difference caused by age group, separate post hoc tests are needed.

Table 6.24

Scheffe Post Hoc Test for Age and Social Support Satisfaction

Age (I)	Age (J)	Mean Difference (I – J)	Standard Error	P Value
Up to 30	31-40	-.2272	.08422	.065
	41-50	-.2752*	.08805	.022
	51 & above	-.1042	.09177	.732
31-40	Up to 30	.2272	.08422	.065
	41-50	-.0480	.09079	.964
	51 & above	.1229	.09439	.638
41-50	Up to 30	.2752*	.08805	.022
	31-40	.0480	.09079	.964
	51 & above	.1709	.09782	.385
51 & above	Up to 30	.1042	.09177	.732
	31-40	-.1229	.09439	.638
	41-50	-.1709	.09782	.385

Source: Primary data

Scheffe post hoc test is used because of equal variance between groups. Table 6.24 shows the results of the Scheffe post hoc test for age and social support satisfaction. The tables show that there is a significant difference in social support satisfaction between employees aged 'up to 30' and those aged 'between 41-50'; when we analyse the mean value, employees aged 'between 41-50' ($M=3.90$) are feeling more social support satisfaction than employees in low are group 'up to 30' ($M= 3.62$).

6.4.12 Work Experience and Job Satisfaction

H₀: There is no significant difference in job satisfaction based on work experience.

To understand whether there is a significant difference in job satisfaction of telecom sector employees based on work experience, a one-way ANOVA is conducted with job satisfaction as the dependent variable and work experience as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 6.25

One-Way ANOVA on Work Experience and Job Satisfaction

Work Experience	Frequency	Mean	F value	P Value	Result
Up to 5 Years	116	3.66	2.169	.091	Insignificant Difference
6 - 10 Years	106	3.59			
11 - 15 Years	97	3.61			
16 Years & More	85	3.76			

Source: primary data

Table 6.25 shows the results of one-way ANOVA; it is found that there is no significant difference in job satisfaction of telecom employees according to their work experience ($p=0.091$), the p-value is more than 0.05, and the null hypothesis failed to reject at a 5% significance level. The mean value shows that employees having work experience of '16 years & more' feel more satisfied than other categories of work experience.

6.4.13 Work Experience and Levels of Job Satisfaction

H₀: There is no significant difference in task fulfilment and social support satisfaction among different levels of work experience.

To identify whether there is a significant difference in task fulfilment and social support satisfaction among employees with different work experiences in the telecom sector, one-way MANOVA is performed.

Table 6.26**One-Way MANOVA for Work Experience and Dimensions of Job Satisfaction**

	Value	F value	Significance
Wilks' Lambda	.986	.942	.464

Source: Primary data

Table 6.26 shows the results of the multivariate analysis; here, the p-value ($p=0.464$) is more than the alpha value 0.05, and the null hypothesis failed to reject. So, there is no significant difference in task fulfilment and social support satisfaction among telecom employees at different levels of work experience.

6.4.14 Educational Qualification and Job Satisfaction

H₀: There is no significant difference between task fulfilment, social support and job satisfaction of employees on the basis of educational qualification.

To understand whether there is a significant difference in task fulfilment, social support, and job satisfaction of telecom sector employees based on their educational qualifications, a one-way ANOVA is conducted with task fulfilment, social support, and job satisfaction as the dependent variable and educational qualification as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 6.27**One Way ANOVA on Educational Qualification and Job Satisfaction and its Dimensions**

	Educational Qualification	N	Mean	SD	F Value	P Value	Result
Task Fulfilment Satisfaction	HSE	187	3.52	.728	2.124	.097	Insignificant Difference
	UG	107	3.50	.794			
	PG & above	71	3.68	.858			
	Diploma	39	3.79	.522			
	Total	404	3.57	.757			

	Educational Qualification	N	Mean	SD	F Value	P Value	Result
Social Support Satisfaction	HSE	187	3.69	.662	2.449	.063	Insignificant Difference
	UG	107	3.75	.660			
	PG & PG & above	71	3.89	.580			
	Diploma	39	3.92	.614			
	Total	404	3.77	.647			
Job Satisfaction	HSE	187	3.59	.473	3.955	.008	Significant Difference
	UG	107	3.63	.516			
	PG & above	71	3.76	.504			
	Diploma	39	3.83	.461			
	Total	404	3.65	.494			

Source: Primary data

Table 6.27 shows the results of one-way ANOVA on educational qualification and job satisfaction and its dimensions. The P value of overall job satisfaction ($p=0.008$) is below the alpha value of 0.05, showing there is a significant difference in overall job satisfaction among different educational qualification groups; hence, the null hypothesis is rejected. Post-hoc analysis was performed in order to identify the group that caused the differences.

Table 6.28

Scheffe Post Hoc Test for Educational Qualification and Job Satisfaction

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
HSE	UG	-.041600	.059341	.921
	PG & above	-.172507	.068243	.096
	Diploma	-.238551	.086178	.055
UG	HSE	.041600	.059341	.921
	PG & above	-.130907	.074935	.385
	Diploma	-.196951	.091569	.203

Educational Qualification (I)	Educational Qualification (J)	Mean Difference (I-J)	Std. Error	P Value
PG & above	HSE	.172507	.068243	.096
	UG	.130907	.074935	.385
	Diploma	-.066044	.097573	.928
Diploma	HSE	.238551	.086178	.055
	UG	.196951	.091569	.203
	PG & above	.066044	.097573	.928

Source: Primary data

Table 6.28 shows the results of the scheffe post hoc test for educational qualification and job satisfaction. Scheffe post hoc test is used because of equal variance between groups. The tables show that there is no significant difference, but in the case of qualifications 'HSE' and 'Diploma' ($p=0.055$), the p-value is so close to 0.05; when we analyse the mean value, employees having Diploma ($M=3.83$) have high overall satisfaction than the employee having HSE ($M=3.59$) only.

6.4.15 Designation and Job Satisfaction

H₀: There is no significant difference in job satisfaction among managers, assistant managers, and administrative officers.

To understand whether there is a significant difference in task fulfilment, social support, and job satisfaction of telecom sector employees based on their designation in the organisation, a one-way ANOVA is conducted with task fulfilment, social support, and job satisfaction as the dependent variable and designation as the independent variable. All the assumptions of one-way ANOVA were satisfied with normality and homogeneity in the data.

Table 6.29

One-Way ANOVA on Designation and Job Satisfaction and its Dimensions

	Designation	N	Mean	SD	F Value	P Value	Result
Task Fulfilment Satisfaction	Manager	54	3.78	.634	2.577	.038	Significant Difference
	Assistant Manager	163	3.57	.785			
	Administrative Officer	187	3.51	.757			
	Total	404	3.57	.757			
Social Support Satisfaction	Manager	54	3.97	.632	3.412	.034	Significant Difference
	Assistant Manager	163	3.77	.661			
	Administrative Officer	187	3.71	.630			
	Total	404	3.77	.647			
Job Satisfaction	Manager	54	3.88	.439	7.872	.000	Significant Difference
	Assistant Manager	163	3.66	.503			
	Administrative Officer	187	3.58	.484			
	Total	404	3.65	.494			

Source: Primary data

Table 6.29 shows the results of one-way ANOVA on designation and job satisfaction and its dimensions. The P value of task fulfilment ($p=0.038$), social support ($p=0.034$) and overall job satisfaction ($p=0.000$) falls under the significance value 0.05, showing there is a significant difference in task fulfilment, social support and overall job satisfaction among different designation groups; hence, the null hypothesis is rejected. Post-hoc analysis was performed in order to identify the group that caused the differences.

Table 6.30**Games-Howell Post Hoc Test for Designation and Task Fulfilment Satisfaction**

Designation (I)	Designation (J)	Mean Difference (I-J)	Std. Error	P Value
Manager	Assistant Manager	.207	.106	.128
	Administrative Officer	.264*	.103	.030
Assistant Manager	Manager	-.207	.106	.128
	Administrative Officer	.057	.083	.769
Administrative Officer	Manager	-.264*	.103	.030
	Assistant Manager	-.057	.083	.769

Source: Primary data

Table 6.30 shows the results of the Games-Howell post hoc test for designation and task fulfilment. Games-Howell post hoc test is used because the variance between groups are not equal. The post hoc results show that there is a significant difference between the designation 'administration officer' and 'manager'. When we analyse the mean value, the administrative officer (M=3.51) is less satisfied in task fulfilment than the 'manager' (M=3.78).

Table 6.31**Scheffe Post Hoc Test for Designation and Social Support Satisfaction**

Designation (I)	Designation (J)	Mean Difference (I-J)	Std. Error	P Value
Manager	Assistant Manager	.20075	.10102	.140
	Administrative Officer	.25966*	.09940	.034
Assistant Manager	Manager	-.20075	.10102	.140
	Administrative Officer	.05891	.06894	.694
Administrative Officer	Manager	-.25966*	.09940	.034
	Assistant Manager	-.05891	.06894	.694

Source: Primary data

Table 6.31 shows the results of the scheffe post hoc test for designation and social support satisfaction. A post hoc test is conducted to identify the groups that cause the difference in the job satisfaction of telecom sector employees in different designation groups. Scheffe post hoc test is used for analysis because the job satisfaction of telecom employees group variances are equal. The post hoc results show that there is a significant difference between 'administrative officer' and 'manager'. When we analyse the mean value, the administrative officer (M=3.71) is less satisfied with social support when we compare it with the 'manager' (M=3.97).

Table 6.32

Scheffe Post Hoc Test for Designation and Job Satisfaction

Designation (I)	Designation (J)	Mean Difference (I-J)	Std. Error	P Value
Manager	Assistant Manager	.218601*	.076415	.017
	Administrative Officer	.297720*	.075185	.000
Assistant Manager	Manager	-.218601*	.076415	.017
	Administrative Officer	.079119	.052151	.317
Administrative Officer	Manager	-.297720*	.075185	.000
	Assistant Manager	-.079119	.052151	.317

Source: Primary data

Table 6.32 shows the results of the Scheffe post hoc test for designation and job satisfaction; the post hoc test was conducted to identify the groups that caused the difference in the job satisfaction of telecom sector employees in different designation groups. Scheffe post hoc test is used for analysis because the job satisfaction of telecom employees group variances are equal. The post hoc results show that there is a significant difference in overall job satisfaction between 'administrative officer', 'assistant manager' and 'manager'. When we analyse the mean value, the administrative officer (M=3.58) is less satisfied in the organisation when we compare with the 'manager' (M=3.88) and 'assistant manager' (M=3.66).

6.5 Chapter Summary

The chapter provides a clear understanding of the job satisfaction of telecom sector employees in Kerala; the chapter begins with an Exploratory Factor Analysis (EFA) to identify the dimensions of job satisfaction. Two dimensions were considered, namely task fulfilment satisfaction and social support satisfaction, for the study. The Job Satisfaction Model was subsequently validated using Confirmatory Factor Analysis (CFA). Satisfaction levels of telecom sector employees in Kerala are measured; employees in both public and private sectors are measured separately. Overall, telecom sector employees exhibit lower levels of job satisfaction in areas such as task fulfilment, social support, and overall job satisfaction. While comparing the public and private sectors, there is a disparity in job satisfaction; private telecom employees are feeling a higher level of job satisfaction in all aspects, while public telecom employees are showing lesser job satisfaction. There is a gender difference in the job satisfaction of telecom sector employees. Male employees are more satisfied than female employees, and marital status has no bearing on their job satisfaction in the telecom sector. Employees residing in urban areas exhibit lower satisfaction levels, and employees with flexible job scheduling feel more satisfied than employees with fixed job scheduling. Employees who have signed a bond with the company are not as satisfied as those who don't, and employees who have performance targets exhibit lower job satisfaction compared to those without targets. Employees belonging to lower age groups are experiencing lower levels of job satisfaction compared to their counterparts. The administrative officer's job satisfaction is lower in the organisation compared to that of the manager and assistant manager.

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CHAPTER 7

HRM PRACTICES: A CATALYST FOR ORGANISATIONAL COMMITMENT AND JOB SATISFACTION IN THE TELECOM SECTOR

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7.1 Introduction

Human Resource Management plays a crucial role in influencing employees' behaviour inside an organisation, which in turn leads to the achievement of the organisation's overall objectives. This chapter was designed for the fourth objective of the study, which is aimed to measure the relationship between HR practices and Organisational Commitment while also examining the mediating effect of job satisfaction on the relationship between HR practices and organisational commitment among telecom sector employees in Kerala.

The present research emphasised the AMO model for various HRM practices widely used in the telecom industry. Along with that, the researcher employed Allen Meyer's three-component model of organisational commitment to understand the degrees of employees' commitment towards their organisation. Structural Equation Modelling (SEM) by using Smart PLS4 software was performed to analyse the relationship between the constructs. This analysis was conducted in two stages; in the initial stage, the relationship between AMO practices and organisational commitment, mediated by job satisfaction was studied. The second stage involved the analysis of various sub-hypotheses; it contains the analysis of the above-mentioned relationships with the three levels of organisational commitment, which were analysed separately.

This chapter goes through the core aspect of the study, specifically, the first stage of hypothesis testing that emphasises main relationships; it investigates whether AMO practices contribute to organisational commitment, referring to prior research that identifies various predictors of organisational commitment. Whether ability, motivation, or opportunity-enhancing practices are among them if the AMO practices predict organisational commitment, which kind of practices are more significant in boosting employee commitment? This phase evaluates employees' job satisfaction in relation to the three heads under AMO, namely ability, motivation, and opportunity-

enhancing practices. It assesses if these practices can cultivate contented employees and identify whether specific activities have a greater impact on job satisfaction. After the identification of such relationships, the mediated relationship of job satisfaction among the HR practices and organisational commitment, the examination of mediation clarifies the pathway through which the relationship passes that helps to build committed employees and identify where the focus of HR management should be diverted. Following the identification of the main relationship, it is beneficial to possess a comprehensive understanding of the relationship between AMO practices, employee job satisfaction, and the various levels of organisational commitment, including affective, normative, and continuance commitment. This study examines these links as sub-hypotheses, which are analysed in the second phase. This will help to build an understanding about which kind of HR practices build the sense of emotional attachment of employees towards the organisation by evaluating the strength of the relationship between the practices and affective commitment, the employee's belief of obligation to remain with the current employer is evaluated by the significant relationship between the practices and normative commitment; whether the employee is continuing with our organisation is because of a lack of adequate opportunity in the job market or not is identified by evaluating the continuance commitment of employees working in the telecom sector.

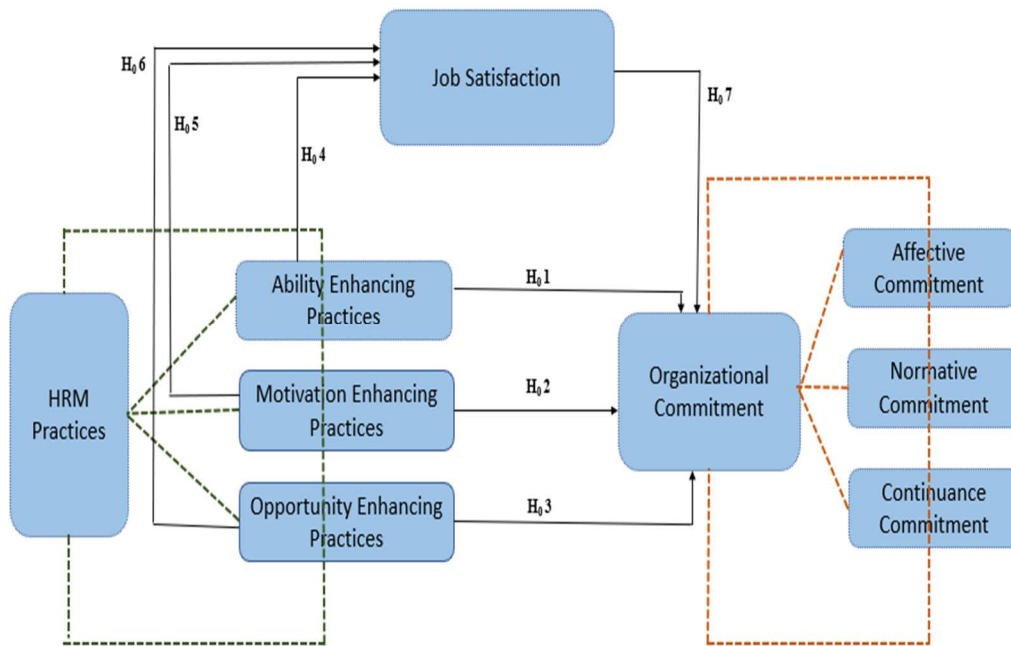
7.2 Research Model

Figure 7.1 represents the research model of the study. It consists of the interlinkage between HRM practices, job satisfaction and organisational commitment. A total of ten HRM practices are grouped under the AMO model based on their characteristics. Ability-enhancing practices include training, learning, and performance appraisal. Motivation-enhancing practices include salary, promotion, job security and reward. Opportunity-enhancing practices comprise employee participation, teamwork and information sharing. The organisational commitment of employees covers affective, normative and continuance commitment. The validation of the measurement model is done by using confirmatory factor analysis, which is

explained in the previous chapters. The relationships are analysed by using SmartPLS 4.

Figure: 7.1

Proposed Research Model



Source: Primary data

7.3 Validation of Research Model

The research model is validated through two stages, which are explained below.

7.3.1 Stage:1- Structural model analysis

The first phase's structural model, as shown in Figure 7.2, examines the relationships among the main constructs. These constructs are comprised of AMO model practices, specifically ability-enhancing, motivation-enhancing, and opportunity-enhancing practices, in addition to job satisfaction and organisational commitment. In this model, job satisfaction serves as a mediator in the relationship between HR practices and organisational commitment. This study examines the direct relationship between HR practices and organisational commitment, as well as job satisfaction, facilitating an understanding of the interlinkage between the main

constructs. This phase also examines the indirect relationship between HR practices and organisational commitment through job satisfaction.

7.3.1.1 Hypothesis Tested in Stage I

H₀ 1: There is no significant effect of Ability-enhancing practices on organisational commitment.

H₀ 2: There is no significant effect of Motivation-enhancing practices on organisational commitment.

H₀ 3: There is no significant effect of Opportunity-enhancing practices on organisational commitment.

H₀ 4: There is no significant effect of Ability-enhancing practices on job satisfaction.

H₀ 5: There is no significant effect of Motivation-enhancing practices on job satisfaction.

H₀ 6: There is no significant effect of Opportunity-enhancing practices on job satisfaction.

H₀ 7: There is no significant effect of job satisfaction on organisational commitment.

H₀ 8: Job satisfaction does not mediate the relationship between ability-enhancing practices and organisational commitment.

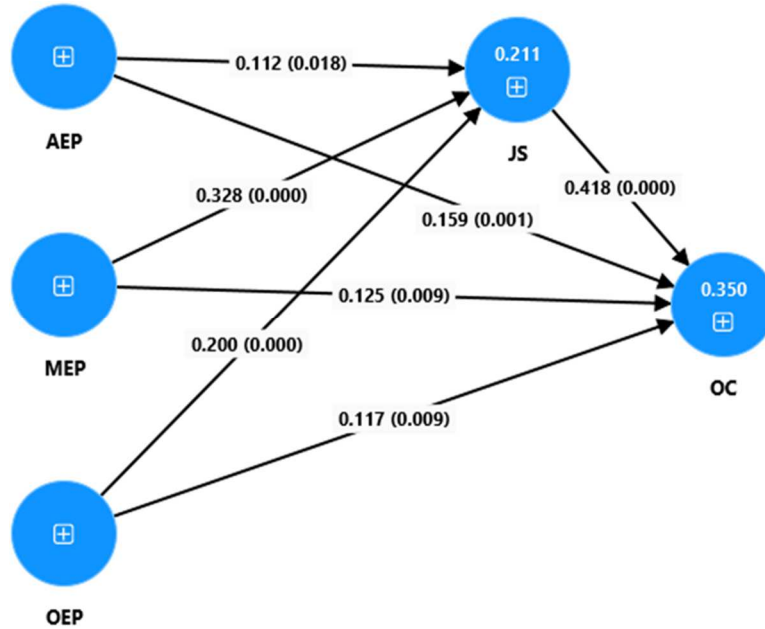
H₀ 9: Job satisfaction does not mediate the relationship between motivation-enhancing practices and organisational commitment.

H₀ 10: Job satisfaction does not mediate the relationship between opportunity-enhancing practices and organisational commitment.

The above-mentioned hypotheses tests are performed by using SmartPLS4 software in order to identify the major interconnects among the main constructs.

Figure 7.2

Structural Model: Stage - I



Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC - Organisational Commitment.

Source: Primary data

The structural equation modelling is performed (figure 7.2) to identify the following direct relationships:

- The relationship between HRM practices and Organisational Commitment.
- The relationship between HRM practices and Job Satisfaction.
- The relationship between Job Satisfaction and Organisational Commitment

Here, we evaluated the Coefficient of determination (R^2); the R^2 ranges from 0 to 1, with higher values indicating a greater explanatory power. A rough rule of thumb is that R^2 values of 0.25, 0.50, and 0.75 are respectively weak, moderate, and strong (Henseler et al., 2009; Hair et al., 2011). Additionally, we employ **Predictive relevance (Q^2)**. This value is derived by means of the blindfolding procedure, which omits a segment of the data matrix, estimates the model parameters, and forecasts the omitted segment by utilising the previously computed estimates. As a rule of thumb, Q^2 values exceeding 0, 0.25, and 0.5 indicate small, medium, and significant

predictive relevance of the PLS-path model, respectively. Furthermore, the **Effect size** (f^2) of the model is used to determine the relationships. The f^2 Effect size represents the rank order of the predictor constructs relevance in explaining a dependent construct in the structural model. As a rule of thumb, values higher than 0.02, 0.15, and 0.35 indicate small, medium, and large f^2 Effect sizes (Cohen, 1988).

7.3.1.2 Evaluation of Model Fit (Stage – I)

For evaluating the overall model fit of the model, the criteria suggested by Hu and Bentler (Hu & Bentler, 1999) are followed. According to the rule of thumb, a model is said to fit the theoretical model if the cutoff value of SRMR is less than or equal to 0.08. The SRMR value, as per our present research finding, is 0.045, which meets the quality standards and indicates that the structural model demonstrates an adequate fit with the theoretical model.

7.3.1.3 Direct Effects (Stage – I)

The study examines the direct impact of three categories of HRM practices on employees’ organisational commitment and Job Satisfaction, as well as the influence of job satisfaction on organisational commitment.

Table 7.1
SEM - Direct Effects (Stage – I)

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
AEP → OC	0.159	0.048	3.304	0.001	Supported	0.036	0.089	0.350
MEP → OC	0.125	0.048	2.629	0.009	Supported	0.020	0.090	
OEP → OC	0.117	0.045	2.606	0.009	Supported	0.019	0.068	
JS → OC	0.418	0.047	8.935	0.000	Supported	0.213	0.275	
AEP → JS	0.112	0.047	2.368	0.018	Supported	0.015	0.032	0.211
MEP → JS	0.328	0.047	6.972	0.000	Supported	0.127	0.130	
OEP → JS	0.200	0.047	4.225	0.000	Supported	0.047	0.065	

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction.

Source: Primary data

7.3.1.4 Specific indirect effects (Stage – I)

During the analysis of the structural model, an effort is made to find the mediation effect, with the results presented in Table 7.2. The mediation effect is an indirect effect that reflects the impact of an independent variable on a dependent variable via an intermediary variable.

Table 7.2
SEM – Indirect Effects

Hypothesis	Std Beta	Std Dev	T Statistics	P Value
AEP → JS → OC	0.047	0.021	2.186	0.029
MEP → JS → OC	0.137	0.026	5.221	0.000
OEP → JS → OC	0.084	0.022	3.835	0.000

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC - Organisational Commitment.

Source: Primary data

Table 7.2 demonstrates that all three categories of HRM practices—Ability-enhancing practices ($\beta = 0.047$, $p = 0.029$, $t = 2.186$), Motivational-enhancing practices ($\beta = 0.137$, $p = 0.000$, $t = 5.221$), and Opportunity-enhancing practices ($\beta = 0.084$, $p = 0.000$, $t = 3.835$)—have an indirect effect on organisational commitment. Because the path is significant at the 5% significance level, it means that 'Job Satisfaction' mediates the effect of 'Ability, Motivation, and Opportunity Enhancing Practices' on the dependent variable Organisational Commitment. The prior investigation has established that 'Ability, Motivation and Opportunity Enhancing Practices' directly influence employees' Organisational Commitment; therefore, 'Job Satisfaction' serves as a partial mediator rather than a complete one. A partial mediation occurs when the independent variable significantly affects the dependent variable while simultaneously influencing its impact through another variable.

The analysis indicates that, in addition to directly affecting employees' organisational commitment, job satisfaction moderated the relationship between 'three categories of HRM practices' and organisational commitment. In summary, all three categories of HRM practices, namely Ability, Motivation and Opportunity-

enhancing practices, increase employees' job satisfaction, hence enhancing their organisational commitment.

Table 7.3
Summary of Hypotheses Testing (SEM Analysis-1)

NO	Hypotheses	Decision
H₀ 1	There is no significant effect of Ability-enhancing practices on organisational commitment.	Rejected
H₀ 2	There is no significant effect of Motivation-enhancing practices on organisational commitment.	Rejected
H₀ 3	There is no significant effect of Opportunity-enhancing practices on organisational commitment.	Rejected
H₀ 4	There is no significant effect of Ability-enhancing practices on job satisfaction.	Rejected
H₀ 5	There is no significant effect of Motivation-enhancing practices on job satisfaction.	Rejected
H₀ 6	There is no significant effect of Opportunity-enhancing practices on job satisfaction.	Rejected
H₀ 7	There is no significant effect of job satisfaction on organisational commitment.	Rejected
H₀ 8	Job satisfaction does not mediate the relationship between ability-enhancing practices and organisational commitment.	Rejected
H₀ 9	Job satisfaction does not mediate the relationship between motivation-enhancing practices and organisational commitment.	Rejected
H₀ 10	Job satisfaction does not mediate the relationship between opportunity-enhancing practices and organisational commitment.	Rejected

Source: Primary data

7.3.2 Structural Model Analysis: Stage - II

During the second section of the analysis, the sub-hypotheses are evaluated. Rather than considering overall organisational commitment, the three components of commitment are examined individually to analyse the nature of the relationship that each of them holds with other variables.

7.3.2.1 Hypothesis Tested in Stage II

H₀ 11: There is no significant effect of ability-enhancing practices on affective commitment.

H₀ 12: There is no significant effect of ability-enhancing practices on normative commitment.

H₀ 13: There is no significant effect of ability-enhancing practices on continuance commitment.

H₀ 14: There is no significant effect of motivation-enhancing practices on affective commitment.

H₀ 15: There is no significant effect of motivation-enhancing practices on normative commitment.

H₀ 16: There is no significant effect of motivation-enhancing practices on continuance commitment.

H₀ 17: There is no significant effect of opportunity-enhancing practices on affective commitment.

H₀ 18: There is no significant effect of opportunity-enhancing practices on normative commitment.

H₀ 19: There is no significant effect of opportunity-enhancing practices on continuance commitment.

H₀ 20: There is no significant effect of job satisfaction on affective commitment.

H₀ 21: There is no significant effect of job satisfaction on normative commitment.

H₀ 22: There is no significant effect of job satisfaction on continuance commitment.

H₀ 23: Job satisfaction does not mediate the relationship between ability-enhancing practices and affective commitment.

H₀ 24: Job satisfaction does not mediate the relationship between motivation-enhancing practices and affective commitment.

H₀ 25: Job satisfaction does not mediate the relationship between opportunity-enhancing practices and affective commitment.

H₀ 26: Job satisfaction does not mediate the relationship between ability-enhancing practices and normative commitment.

H₀ 27: Job satisfaction does not mediate the relationship between motivation-enhancing practices and normative commitment.

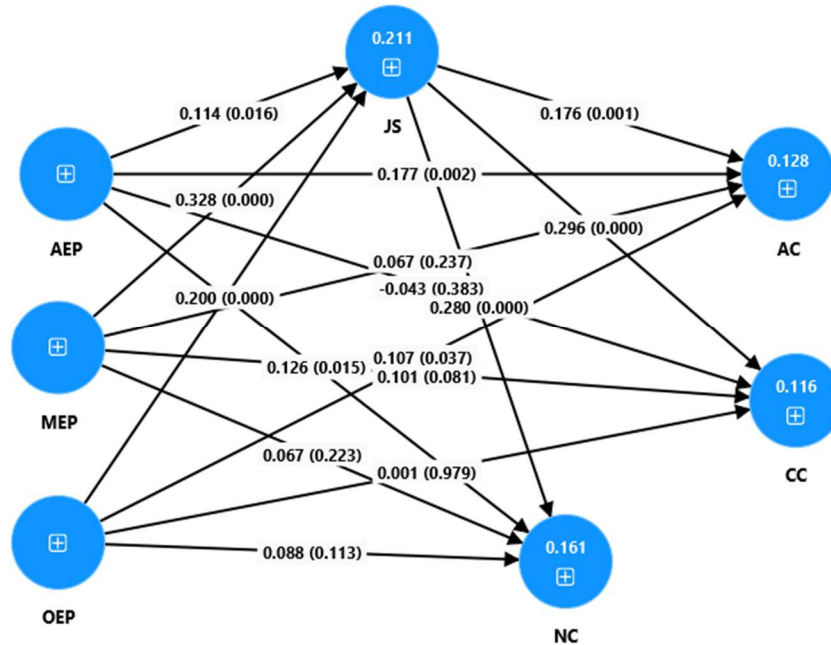
H₀ 28: Job satisfaction does not mediate the relationship between opportunity-enhancing practices and normative commitment.

H₀ 29: Job satisfaction does not mediate the relationship between ability-enhancing practices and continuance commitment.

H₀ 30: Job satisfaction does not mediate the relationship between motivation-enhancing practices and continuance commitment.

H₀ 31: Job satisfaction does not mediate the relationship between opportunity-enhancing practices and continuance commitment.

Figure 7.3
Structural Model (Stage – II)



Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, AC - Affective Commitment, CC – Continuance Commitment, NC – Normative Commitment.

Source: primary data

Figure 7.3 illustrates the structural model of the second stage, wherein we examine the relationship between ability-enhancing practices, motivation-enhancing practices, and opportunity-enhancing practices with job satisfaction and the three dimensions of organisational commitment: affective, normative, and continuance commitment. This study also examines the relationship between job satisfaction and three dimensions of organisational commitment.

7.3.2.2 Evaluation of Model Fit (Stage II)

For evaluating the overall model fit of the model, the criteria proposed by (Hu & Bentler, 1999) are followed. A model is considered to fit the theoretical model if the SRMR cutoff value is less than or equal to 0.08. The SRMR value, as per our present research finding, is 0.058, which satisfies the quality standards, and the results demonstrate that the structural model developed during the second stage sufficiently fits the theoretical model.

7.3.2.3 Direct effects (Stage – II)

The direct effect of HRM practices—specifically, ability-enhancing, motivation-enhancing, and opportunity-enhancing practices—on the three dimensions of organisational commitment and employee job satisfaction is analysed, along with the influence of job satisfaction on affective, continuance, and normative commitment. The findings are presented in Table 7.4.

Table 7.4
SEM - Direct effects (Stage – II)

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
AEP → AC	0.177	0.058	3.078	0.002	Supported	0.033	0.056	0.128
MEP → AC	0.067	0.056	1.182	0.237	Not Supported	0.004	0.022	
OEP → AC	0.107	0.051	2.092	0.037	Supported	0.012	0.026	
JS → AC	0.176	0.054	3.277	0.001	Supported	0.028	0.065	
AEP → NC	0.126	0.052	2.429	0.015	Supported	0.017	0.039	0.161
MEP → NC	0.067	0.055	1.219	0.223	Not Supported	0.004	0.031	
OEP → NC	0.088	0.056	1.585	0.113	Not Supported	0.008	0.032	
JS → NC	0.28	0.057	4.884	0.000	Supported	0.074	0.121	
AEP → CC	-0.043	0.05	0.873	0.383	Not Supported	0.002	-0.037	0.116
MEP → CC	0.101	0.058	1.745	0.081	Not Supported	0.010	0.036	
OEP → CC	0.001	0.055	0.027	0.979	Not Supported	0.000	-0.012	
JS → CC	0.296	0.061	4.892	0.000	Supported	0.078	0.094	
AEP → JS	0.114	0.047	2.41	0.016	Supported	0.015	0.032	0.211
MEP → JS	0.328	0.047	6.98	0.000	Supported	0.128	0.130	
OEP → JS	0.2	0.047	4.239	0.000	Supported	0.047	0.065	

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, AC - Affective Commitment, CC – Continuance Commitment, NC – Normative Commitment.

Source: Primary data

Table 7.4 indicates that, out of the fifteen direct relationships examined, nine relationships are significant, while the remaining six are unsupported. The paths with a p-value less than 0.05 and T-statistics more than 1.96 are considered significant. The findings of Table 7.4 are discussed through path coefficient estimations and their significance, effect sizes (f^2), predictive relevance (Q^2) as well as the coefficient of determination (R^2).

Path Coefficient

When evaluating path coefficients and their significance, a positive path coefficient indicates a positive effect of a predictor variable on its dependent variable. The significant beta value denotes that:

- Ability-enhancing practices have a positive effect on the affective commitment, normative commitment and job satisfaction of telecom employees.
- Opportunity-enhancing practices have a positive effect on affective commitment and job satisfaction of telecom employees.
- Motivation-enhancing practices only have a positive effect on the job satisfaction of telecom employees.
- All three sets of HRM Practices have a positive effect on job satisfaction.
- job satisfaction influences all three dimensions of organisational commitment. I.e. Affective, normative and continuance commitment.

The beta value indicates the variation in the standard deviation of the dependent variable corresponding to a one-unit rise in the standard deviation of the independent variable. A one-unit rise in the standard deviation of ability-enhancing practices results in an increase in the standard deviation of 'affective commitment' by 0.177 units, 'normative commitment' by 0.126 units, and 'job satisfaction' by 0.114 units. When the standard deviation of motivation-enhancing practices increases by one unit, there will be a corresponding increase of 0.328 in job satisfaction. An

increase of one unit in the standard deviation of opportunity-enhancing practices results in an increase of 0.107 units in the standard deviation of 'affective commitment' and 0.2 units in 'job satisfaction.' Additionally, a one-unit increase in the standard deviation of 'job satisfaction' leads to increases in the standard deviation of 'affective commitment' by 0.176 units, 'normative commitment' by 0.28 units, and 'continuance commitment' by 0.296 units.

Coefficient of determination (R^2)

The R^2 Measures the variance, which is explained in each of the endogenous constructs, serving as a measure of the model's explanatory power (Shmueli and Koppius, 2011). It denotes the variance in the dependent variable explained by the independent variables. The independent variables, namely Ability enhancing practices, Opportunity enhancing practices and job satisfaction, account for 12.8% of the variance in affective commitment ($R^2 = 0.128$). 16.1% variance in Normative commitment ($R^2 = 0.161$) is explained by the predictors- Ability enhancing practices and job satisfaction. Job satisfaction is the sole independent variable, which has a significant relationship with continuance commitment; it explains 11.6% variance in Continuance commitment ($R^2 = 0.116$). All three sets of HRM practices predict a 21.1% variance in job satisfaction ($R^2 = 0.211$).

Effect size (f^2) and predictive relevance (Q^2)

Effect size denotes the hierarchical importance of predictor constructs in explaining a dependent construct within the structural model, and Q^2 helps to evaluate the model's predictive power. The results are shown in Table 7.5, with significant takeaways mentioned below.

- Among the three types of HRM practices, Motivation-enhancing practices had a comparatively larger effect size ($f^2=0.128$) and predictive relevance ($Q=0.130$) on job satisfaction.
- Among the three heads of HRM practices, Ability-enhancing practices had a comparatively larger effect size ($f^2=0.033$) and predictive relevance ($Q=0.056$) on affective commitment.

- Job satisfaction has a weak effect size and predictive relevance on normative commitment ($f^2=0.074$, $Q^2=0.121$) and continuance commitment ($f^2=0.078$, $Q^2=0.094$).

7.3.2.4 Specific Indirect Effects (Stage – II)

In the second stage, the study investigates the existence of any indirect effect of HRM practices on the three dimensions of organisational commitment via job satisfaction. During the analysis of the structural model stage two, an effort is made to find the mediation effect, with the results presented in Table 7.6. The mediation effect is an indirect effect that reflects the impact of an independent variable on a dependent variable via an intermediary variable. Hence, a significant connection must exist between the independent variable and the mediator. Table 7.4 indicates that all three dimensions of HRM practices ability, motivation, and opportunity-enhancing practices exhibit significant association with job satisfaction. We examine all nine relationships to analyse specific indirect effects.

Table 7.5
SEM – Indirect effects

Hypothesis	Std Beta	Std Dev	T Statistics	P Value
AEP → JS → AC	0.02	0.011	1.811	0.07
AEP → JS → CC	0.034	0.017	2.043	0.041
AEP → JS → NC	0.032	0.016	2.015	0.044
MEP → JS → AC	0.058	0.021	2.771	0.006
MEP → JS → CC	0.097	0.026	3.769	0.000
MEP → JS → NC	0.092	0.023	4.077	0.000
OEP → JS → AC	0.035	0.013	2.65	0.008
OEP → JS → CC	0.059	0.019	3.053	0.002
OEP → JS → NC	0.056	0.018	3.074	0.002

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, AC - Affective Commitment, CC – Continuance Commitment, NC – Normative Commitment.

Source: Primary data

Table 7.5 indicates that all three types of HRM practices—ability, motivation, and opportunity-enhancing practices—have an indirect effect on the three types of

organisational commitment: affective, normative, and continuance commitment; this effect is mediated by job satisfaction. In other words, job satisfaction mediates the influence of the three components of HRM practices—ability, motivation, and opportunity enhancement—on the three dimensions of organisational commitment: affective, normative, and continuance commitment (dependent variables). To determine whether the mediation is full or partial, it is necessary to assess the direct impact of these practices on the dimensions of organisational commitment. Full mediation, often referred to as indirect-only mediation, occurs when the direct influence between two constructs is non-significant, while an indirect effect through a mediator exhibits a substantial association. Partial mediation occurs when both the direct effect between two constructs and the indirect effect via a mediator is significant (Baron & Kenny, 1986). The results show that job satisfaction partially mediates the relationship between ability and opportunity-enhancing practices with affective commitment, as well as ability-enhancing practices with normative commitment. Job satisfaction fully mediates the association between motivation-enhancing practices and affective commitment, as well as motivation and opportunity-enhancing practices with normative commitment and ability and motivation and opportunity-enhancing practices with continuation commitment.

Table 7.6

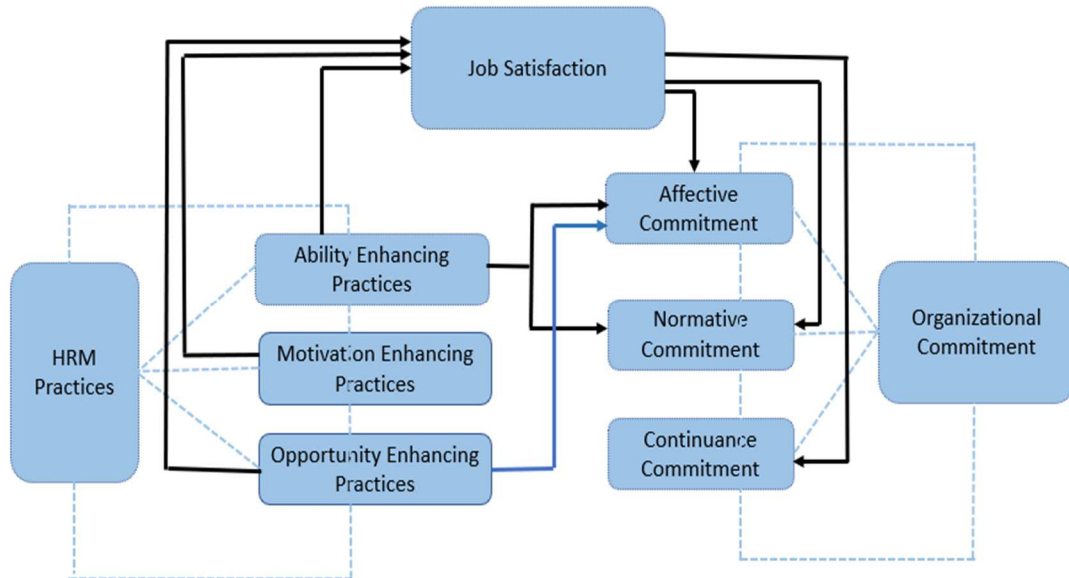
Summary of Hypothesis Testing – SEM Analysis II

No	Hypotheses	Decision
H₀ 11:	There is no significant effect of ability-enhancing practices on affective commitment.	Rejected
H₀ 12:	There is no significant effect of ability-enhancing practices on normative commitment.	Rejected
H₀ 13:	There is no significant effect of ability-enhancing practices on continuance commitment.	Accepted
H₀ 14:	There is no significant effect of motivation-enhancing practices on affective commitment.	Accepted
H₀ 15:	There is no significant effect of motivation-enhancing practices on normative commitment.	Accepted

No	Hypotheses	Decision
H₀ 16:	There is no significant effect of motivation-enhancing practices on continuance commitment.	Accepted
H₀ 17:	There is no significant effect of opportunity-enhancing practices on affective commitment.	Rejected
H₀ 18:	There is no significant effect of opportunity-enhancing practices on normative commitment.	Accepted
H₀ 19:	There is no significant effect of opportunity-enhancing practices on continuance commitment.	Accepted
H₀ 20:	There is no significant effect of job satisfaction on affective commitment.	Rejected
H₀ 21:	There is no significant effect of job satisfaction on normative commitment.	Rejected
H₀ 22:	There is no significant effect of job satisfaction on continuance commitment.	Rejected
H₀ 23:	Job satisfaction does not mediate the relationship between ability-enhancing practices and affective commitment.	Rejected
H₀ 24:	Job satisfaction does not mediate the relationship between motivation-enhancing practices and affective commitment.	Rejected
H₀ 25:	Job satisfaction does not mediate the relationship between opportunity-enhancing practices and affective commitment.	Rejected
H₀ 26:	Job satisfaction does not mediate the relationship between ability-enhancing practices and normative commitment.	Rejected
H₀ 27:	Job satisfaction does not mediate the relationship between motivation-enhancing practices and normative commitment.	Rejected
H₀ 28:	Job satisfaction does not mediate the relationship between opportunity-enhancing practices and normative commitment.	Rejected
H₀ 29:	Job satisfaction does not mediate the relationship between ability-enhancing practices and continuance commitment.	Rejected
H₀ 30:	Job satisfaction does not mediate the relationship between motivation-enhancing practices and continuance commitment.	Rejected
H₀ 31:	Job satisfaction does not mediate the relationship between opportunity-enhancing practices and continuance commitment.	Rejected

Source: Primary data

Figure 7.4
Research Model Validated



Source: Primary Data

7.4 HRM Practices and Organisational Commitment

Table 7.1 shows the direct relationship results from structural model analysis of the first phase. The path coefficients or beta values are adequate to conclude that the existing HRM practices in the Telecom Sector have a positive influence on Organisational Commitment. The path analysis indicates a significant relationship among all three sets of HRM practices, i.e., Ability-enhancing practices ($\beta = 0.159$, $p = 0.001$, $t = 3.304$), Motivation-enhancing practices ($\beta = 0.125$, $p = 0.009$, $t = 2.629$) and Opportunity-enhancing practices ($\beta = 0.117$, $p = 0.009$, $t = 2.606$) in relation to organisational commitment (Table: 7.1), thereby confirming the acceptance of all hypotheses ($p \leq 0.05$ and $t \geq 1.96$). Among the three, Ability enhancing practices have a relatively greater effect on organisational commitment ($\beta = 0.159$). When analysing the Coefficient of Determination (R^2), it signifies the variation in the dependent variable revealed by the independent variables. The independent variables, namely ability-enhancing practices, motivational-enhancing practices, opportunity-enhancing practices, and job satisfaction, account for 35% of the variance in organisational commitment ($R^2 = 0.350$).

7.5 HRM Practices and Job Satisfaction

The direct relationship between HRM practices and Job satisfaction of employees in the telecom sector is also given in Table 7.1. The path coefficients or beta values are adequate to arrive at the conclusion that the existing HRM practices in the Telecom Sector have a positive influence on Job Satisfaction. The path analysis indicates a significant relationship among all three sets of HRM practices, i.e. Ability-enhancing practices ($\beta = 0.112$, $p = 0.018$, $t = 2.368$), Motivation-enhancing practices ($\beta = 0.328$, $p = 0.000$, $t = 6.972$) and Opportunity-enhancing practices ($\beta = 0.200$, $p = 0.000$, $t = 4.225$) in relation to Job Satisfaction, consequently, all hypotheses are accepted ($p \leq 0.05$ and $t \geq 1.96$ (Table 7.1). Among these three, the Motivational enhancing practices offer a comparatively larger effect on job satisfaction ($\beta = 0.328$). Table 7.1 also indicates that Job satisfaction ($\beta = 0.418$, $p = 0.000$, $t = 8.935$) exhibits a significant positive effect on organisational commitment.

The Coefficient of Determination (R^2) indicates the variance in the dependent variable explained by the independent factors. The independent variables, specifically ability-enhancing practices, motivational-enhancing practices, and opportunity-enhancing practices, explain 21.1% of the variance in job satisfaction ($R^2 = 0.211$).

7.6 Individual HR Practices and Dimensions of Organisational Commitment

The AMO model categorises the ten HR practices under examination. Ability-enhancing practices include training, learning, and performance appraisal; motivation-enhancing practices include salary, promotion, job security, and reward; and opportunity-enhancing practices include employee participation, teamwork, and information sharing. Hence, AMO practices contain three bundles of HR practices: ability, motivation, and opportunity-enhancing practices. The practices incorporated inside each bundle collectively contribute to the formation of it, and each distinct bundle influences the organisational commitment and job satisfaction of employees. Similarly, Organisational commitment comprises three levels: affective, normative, and continuity commitment. The data indicates that factors such as ability, motivation, and opportunity for improvement, along with job satisfaction, have a significant impact on organisational commitment. It would be beneficial for HR managers to

understand the relationship between each unique HR practice, out of ten, and employees' affective, normative, and continuous commitment.

Table 7.7
Individual HR Practices and Affective Commitment

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
Training → AC	0.174	0.053	3.263	0.001	Supported	0.057	0.043	0.075
Learning → AC	0.122	0.046	2.626	0.009	Supported	0.028	0.015	
Performance Appraisal → AC	-0.03	0.071	0.419	0.675	Not Supported	0.001	0.007	
Salary → AC	0.041	0.044	0.939	0.348	Not Supported	0.002	0.009	0.053
Promotion → AC	0.077	0.048	1.601	0.109	Not Supported	0.006	0.007	
Job Security → AC	0.145	0.056	2.592	0.01	Supported	0.007	0.031	
Reward → AC	0.013	0.052	0.256	0.798	Not Supported	0.000	0.000	
Employee Participation → AC	0.087	0.049	1.782	0.075	Not Supported	0.008	0.003	0.051
Information Sharing → AC	0.127	0.044	2.895	0.004	Supported	0.041	0.025	
Teamwork → AC	0.026	0.05	0.515	0.607	Not Supported	0.001	0.007	

Note: AC – Affective Commitment

Source: Primary data

Table 7.7 shows the direct relationship between individual HR practices and the affective commitment of employees in the telecom sector in Kerala. The path analysis indicates there is a significant relationship between four HRM practices and affective commitment, i.e. Training ($\beta = 0.174$, $p = 0.001$, $t = 3.263$), Learning ($\beta = 0.122$, $p = 0.009$, $t = 2.626$), Job security ($\beta = 0.145$, $p = 0.01$, $t = 2.592$) and Information sharing ($\beta = 0.127$, $p = 0.004$, $t = 2.895$). In all these four cases, the p-

value is ≤ 0.05 , and the t-statistic is ≥ 1.96 , confirming that these four HR practices significantly influence an employee's affective commitment towards the organisation he is working for. Among the four HR practices, Training has a relatively greater effect on affective commitment ($\beta = 0.174$). Out of four significant HR practices that influence affective commitment, two practices, namely, Training and Learning, come under ability-enhancing practices, Job security comes under motivation-enhancing practices and information sharing from opportunity-enhancing practices.

It is inferred from the table that four out of ten HR practices significantly influence employee's emotional attachment towards their organisation; these practices also strengthen employee's loyalty, belongingness and dedication towards their organisation; the employee is ready to spend the rest of their career in the current organisation, he feels the organisational problem as his personal problem, feel like the organisation as a part of his family. If the company need to strengthen the emotional attachment of their employees towards the organisation, the organisation should identify employees' training needs and provide timely training to the employees because training is the HR practice that highly results in the development of affective commitment, providing learning opportunity, ensuring of job security and sharing of information and keeping employees updated is also develop affectively committed employees.

Table 7.8

Individual HR Practices and Normative Commitment

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
Training → NC	0.082	0.047	1.75	0.08	Not Supported	0.007	0.007	0.062
Learning → NC	0.112	0.046	2.442	0.015	Supported	0.019	0.014	
Performance Appraisal → NC	0.089	0.045	1.987	0.047	Supported	0.016	0.005	
Salary → NC	0.021	0.044	0.47	0.638	Not Supported	0.000	0.008	0.062

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
Promotion → NC	0.065	0.057	1.146	0.252	Not Supported	0.004	0.005	
Job Security → NC	0.026	0.053	0.493	0.622	Not Supported	0.001	0.015	
Reward → NC	0.135	0.053	2.565	0.01	Supported	0.034	0.033	
Employee Participation → NC	0.087	0.049	1.769	0.077	Not Supported	0.008	0.011	0.054
Information Sharing → NC	0.084	0.045	1.874	0.061	Not Supported	0.008	0.014	
Teamwork → NC	0.076	0.043	1.753	0.08	Not Supported	0.006	0.009	

Note: NC – Normative Commitment

Source: Primary data

Table 7.8 shows the direct relationship between individual HR practices and the normative commitment of employees in the telecom sector in Kerala. The path analysis indicates there is a significant relationship between three HRM practices and normative commitment, i.e. Learning ($\beta = 0.112$, $p = 0.015$, $t = 2.442$), Performance appraisal ($\beta = 0.089$, $p = 0.047$, $t = 1.987$) and Reward ($\beta = 0.135$, $p = 0.01$, $t = 2.565$). In all these three cases, the p-value is ≤ 0.05 , and the t-statistic is ≥ 1.96 , confirming that these three HR practices significantly influence an employee's normative commitment towards the organisation he is working for. Among the three HR practices, Reward has a relatively greater effect on normative commitment ($\beta = 0.135$). Out of the three significant HR practices that influence normative commitment, two practices, namely, Learning and Performance appraisal, come under ability-enhancing practices, and Reward comes under motivation-enhancing practices. The result shows that there are no individual HR practices found in the study that come under opportunity-enhancing practices that lead to strengthening the normative commitment of telecom sector employees.

It is inferred from the table that three out of ten HR practices significantly influence employees to feel a sense of obligation or responsibility towards their

organisation. These practices also strengthen employees' loyalty and duty, and that can lead employees to stay with the organisation. If the company need to strengthen the feeling of obligation to remain responsible of their employees towards the organisation, they should provide incentives, bonuses, perquisites, etc., because Reward is the HR practice that highly results in the development of normative commitment, providing learning opportunities and ensuring of Performance appraisal is also develop normatively committed employees in the telecom sector.

Table 7.9
Individual HR Practices and Continuance Commitment

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
Training → CC	0.012	0.083	0.145	0.885	Not Supported	0.001	-0.006	0.028
Learning → CC	0.133	0.134	0.991	0.322	Not Supported	0.019	-0.026	
Performance Appraisal → CC	0.003	0.073	0.036	0.971	Not Supported	0.001	0.034	
Salary → CC	0.087	0.044	1.993	0.046	Supported	0.012	0.015	0.063
Promotion → CC	0.168	0.048	3.526	0.000	Supported	0.032	0.034	
Job Security → CC	-0.018	0.057	0.316	0.752	Not Supported	0.001	0.004	
Reward → CC	0.077	0.053	1.476	0.14	Not Supported	0.006	0.010	
Employee Participation → CC	0.055	0.056	0.985	0.325	Not Supported	0.003	0.000	0.029
Information Sharing → CC	0.104	0.104	0.999	0.318	Not Supported	0.012	-0.001	
Teamwork → CC	0.077	0.094	0.816	0.415	Not Supported	0.006	-0.023	

Note: CC – Continuance Commitment
Source: Primary data

Table 7.9 shows the direct relationship between individual HR practices and the continuance commitment of employees in the telecom sector in Kerala. The path analysis indicates there is a significant relationship between two HRM practices and

continuance commitment, i.e. Salary ($\beta = 0.087$, $p = 0.046$, $t = 1.993$) and Promotion ($\beta = 0.168$, $p = 0.000$, $t = 3.526$). In all these two cases, the p-value is ≤ 0.05 , and the t-statistic is ≥ 1.96 , confirming that these two HR practices significantly influence an employee's continuance commitment towards the organisation he is working for. Among the two HR practices, Promotion has a relatively greater effect on continuance commitment ($\beta = 0.168$). Out of the two significant HR practices that influence continuance commitment, all two practices, namely, Salary and Promotion, come under the motivation-enhancing practices. The result shows that there are no individual HR practices found in the study that are coming under ability, opportunity enhancing practices that lead to continuance commitment.

It is inferred from the table that two out of ten HR practices significantly influence employees to feel the need to stay at their organisation. These practices also strengthen employees' willingness to accept the organisation's goals and values, and employees put extra effort into staying with the organisation. If the company need to strengthen the feeling of their employees to stay with them, they should provide salaries at par with the industry standard, based on the employee's skill and expertise, Because Salary is the HR practice that highly results in the development of continuance commitment of employees, especially in the telecom sector. Promote the present employees and ensure each employee working in the organisation is presently working in their ideal position It also develops continuance commitment of employees in the telecom sector.

Table 7.10

Individual HR Practices and Job Satisfaction

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
Training → JS	0.04	0.047	0.844	0.399	Not Supported	0.002	0.006	0.053
Learning → JS	0.137	0.046	2.981	0.003	Supported	0.023	0.023	
Performance Appraisal → JS	-0.026	0.047	0.556	0.578	Not Supported	0.001	-0.001	
Salary → JS	0.04	0.045	0.888	0.375	Not Supported	0.002	0.025	

Hypothesis	Std Beta	Std. Dev	T Statistics	P Value	Decision	F Squire	Q Squire	R Squire
Promotion → JS	0.219	0.047	4.66	0.000	Supported	0.054	0.092	
Job Security → JS	0.103	0.051	1.997	0.046	Supported	0.011	0.066	
Reward → JS	0.137	0.05	2.743	0.006	Supported	0.021	0.049	
Employee Participation → JS	0.107	0.053	2.024	0.043	Supported	0.014	0.032	0.086
Information Sharing → JS	0.144	0.047	3.058	0.002	Supported	0.025	0.034	
Teamwork → JS	0.083	0.044	1.891	0.059	Not Supported	0.008	0.005	

Note: JS – Job Satisfaction

Source: Primary data

Table 7.10 shows the direct relationship between individual HR practices and the job satisfaction of employees in the telecom sector in Kerala. The path analysis indicates that there is a significant relationship in six out of ten HRM practices studied with job satisfaction, i.e. Learning ($\beta = 0.137$, $p = 0.003$, $t = 2.981$), Promotion ($\beta = 0.219$, $p = 0.000$, $t = 4.66$), Job Security ($\beta = 0.103$, $p = 0.046$, $t = 1.997$), Reward ($\beta = 0.137$, $p = 0.006$, $t = 2.743$), Employee Participation ($\beta = 0.107$, $p = 0.043$, $t = 2.024$) and information Sharing ($\beta = 0.144$, $p = 0.002$, $t = 3.058$) In all these six cases, the p-value is ≤ 0.05 and the t statistics is ≥ 1.96 , so, confirming that these six HR practices significantly influence employee’s job satisfaction. Among the six HR practices, Promotion has a relatively greater effect on job satisfaction ($\beta = 0.219$). Out of the six significant HR practices that influence job satisfaction, learning is the only significant practice that comes under the head of ability-enhancing practices. Promotion, Job Security and Reward are the significant practices coming under motivation-enhancing practices. Employee Participation and Information Sharing are the significant practices that influence job satisfaction coming under opportunity enhancing practices.

It is inferred from the table that improving the ability of employees through providing adequate learning opportunities results in making satisfied employees, practices that enhance the motivation of employees such as promotion of employees

on time and into ideal positions, ensuring job security by allowing employees to work in the organisation as long as they wish, providing rewards are significantly influenced their feeling of satisfaction towards their organisation and helps in the creation of happy workforce. Finally, if the company provide opportunities to employees in participating in decision-making, sharing of information and keeping employees updated also significantly affect their work happiness. While designing the HR practices, the company can focus on strengthening these practices in order to ensure job satisfaction in telecom sector organisations.

7.7 Chapter Summary

This chapter successfully addressed the fourth objective of the study, the relationship between HR practices and Organisational Commitment, while also examining the mediating effect of job satisfaction on the relationship between HR practices and organisational commitment among telecom sector employees in Kerala. The proposed model's fit with the theoretical model is evaluated in two stages, and both meet the quality standards and indicate that the structural model demonstrates an adequate fit with the theoretical model. The first stage of analysis helped to get an insight into AMO practices and their linkage with organisational commitment directly and mediated by job satisfaction. All three heads, ability, motivation and opportunity-enhancing practices influence organisational commitment; among the three, ability-enhancing practices have a stronger relationship when compared with the other two. It is also noted that all three heads significantly influence job satisfaction; the strongest influence on job satisfaction comes from motivation-enhancing practices. Furthermore, the relationship between job satisfaction and organisational commitment is strong and significant, so it means that 'job satisfaction' mediates the effect of 'ability, motivation, and opportunity-enhancing Practices' on the dependent variable, i.e., organisational commitment.

The second stage of research is going through an in-depth understanding; here, the sub-hypotheses are evaluated. The three components of commitment are examined individually to analyse the nature of the relationship that each of them holds with HR practices and job satisfaction. The result indicates that the ability- and opportunity-

enhancing practices significantly influence the affective commitment of telecom sector employees, while there is no such interlinkage between motivation-enhancing practices and affective commitment. The only AMO practice that influences normative commitment is ability-enhancing practices; the other two, motivation and opportunity-enhancing practices, have no significant interconnection with normative commitment. There is not a single bundle from AMO that significantly influences the continuance commitment of telecom sector employees. The results also show that job satisfaction partially mediates the relationship between ability and opportunity-enhancing practices with affective commitment, as well as ability-enhancing practices with normative commitment. Job satisfaction fully mediates the association between motivation-enhancing practices and affective commitment, as well as motivation and opportunity-enhancing practices with normative commitment and ability and motivation and opportunity-enhancing practices with continuation commitment.

Finally, the ten individual HR practices are taken in to study individually. The result shows that training, learning, job security, and information sharing significantly influence the affective commitment of employees in the telecom sector; out of these four, training is the most influential practice. In the case of normative commitment, it is influenced by Learning, Performance appraisal and Reward. Reward is the best practice to strengthen the normative commitment of telecom sector employees. Among the ten HR practices chosen for the present study, only two practices, salary and promotion, significantly influence the continuance commitment of employees, and out of these two, promotion of employees highly influences continuance commitment more than salary. Six HR practices, learning, promotion, job security, reward, employee participation, and information sharing are significantly influencing employees' job satisfaction; among them, promotion has a relatively greater effect on job satisfaction. In short, this chapter elucidates the important understanding of the interrelationship of HR practices (both broadly and specifically), job satisfaction and organisational commitment (across three levels) of employees in the telecom sector in Kerala. The next chapter is designed to get an idea of the public-private differences in these relationships using multigroup analysis.

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CHAPTER-8

A COMPARATIVE ANALYSIS OF HRM PRACTICES AND THEIR IMPACT ON ORGANISATIONAL COMMITMENT MEDIATED BY JOB SATISFACTION IN PUBLIC AND PRIVATE TELECOM COMPANIES: A MULTIGROUP ANALYSIS

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8.1 Introduction

This chapter aims to discuss the final objective of the study; it deals with the comparison of the relationship between human resource management practices and organisational commitment mediated through job satisfaction in public and private telecom companies. This chapter helps to identify the crucial involvement of HR practices in employee's organisational commitment across the public and private sectors because there are noticeable distinctions between the sectors regarding policies, work culture, job security, traditional or innovation-focused HR practices, government regulations, performance-based reward system, competitive work environment etc. Both sectors are facing different kinds of challenges, such as employee retention, dissatisfied employees, lack of commitment from employees, etc. There are no common HR practices that are applicable across industries and different sectors. So, it is important to compare the public and private sector telecom in order to understand the sector-specific HR practices. It also aids in identifying employees' unique needs across sectors in order to align individual goals with the organisational objectives. The present study focuses on the AMO model, ability, motivation, and opportunity-enhancing practices on organisational commitment in both public and private sectors, which helps companies provide potential in designing customised HR strategies on the basis of the sector they belong to. The chapter also provides insight into the driving factors that lead to making employees happy.

The main aim of the chapter is to discuss the existence of significant differences in HR practices and organisational commitment based on the ownership of the telecom sector company to which they belong by applying recent advancements in PLS-SEM analysis technique multigroup analysis. The study was performed by using Smart PLS 4 software and employed both Henseler's MGA and permutation

tests to evaluate the multigroup analysis. Before performing the multigroup analysis, measurement invariance was evaluated using MICOM (Henseler et al., 2016).

8.2 Multigroup Analysis

Multigroup analysis (MGA) is a method of evaluating specified data groups to ascertain whether there are significant differences in group-specific parameter estimations such as outer weights, outer loadings, and path coefficients (Henseler & Chin, 2010; Sarstedt et al., 2014). Using MGA, researchers can test disparities between two identical models for different groups. In order to identify the presence of multigroup differences, one can rely on either a bootstrapping or permutation outcome for each group. It is possible to find differences within certain groups in a dataset using partial least squares structural equation modelling multigroup analysis (PLS-MGA) (Horn & McArdle, 1992; Keil et al., 2000; Sarstedt et al., 2014). Multigroup analysis has multiple applications; Brettel (Brettel et al., 2008) used it to compare the antecedents of market orientation across three countries as part of global research, while Patel (Patel et al., 2016) studied stakeholder orientation in five European countries. Moreover, Picon (Picón-Berjoyo et al., 2016) used MGA to study consumer group differences. Shlägel Opined that the result of MGA highlights the error associated with wrongly treating the subpopulations as a homogeneous group (Schlägel & Sarstedt, 2016). According to Hair et al. (Sarstedt et al., 2014), “this approach offers a more complete picture of the moderator’s influence on the analysis results as the focus shifts from examining its impact on one specific model relationship to examining its impact on all model relationships.” It denotes that MGA in PLS-SEM is the best way to treat moderation. MICOM is the foundation for conducting MGA. The following section discusses MICOM and its different stages.

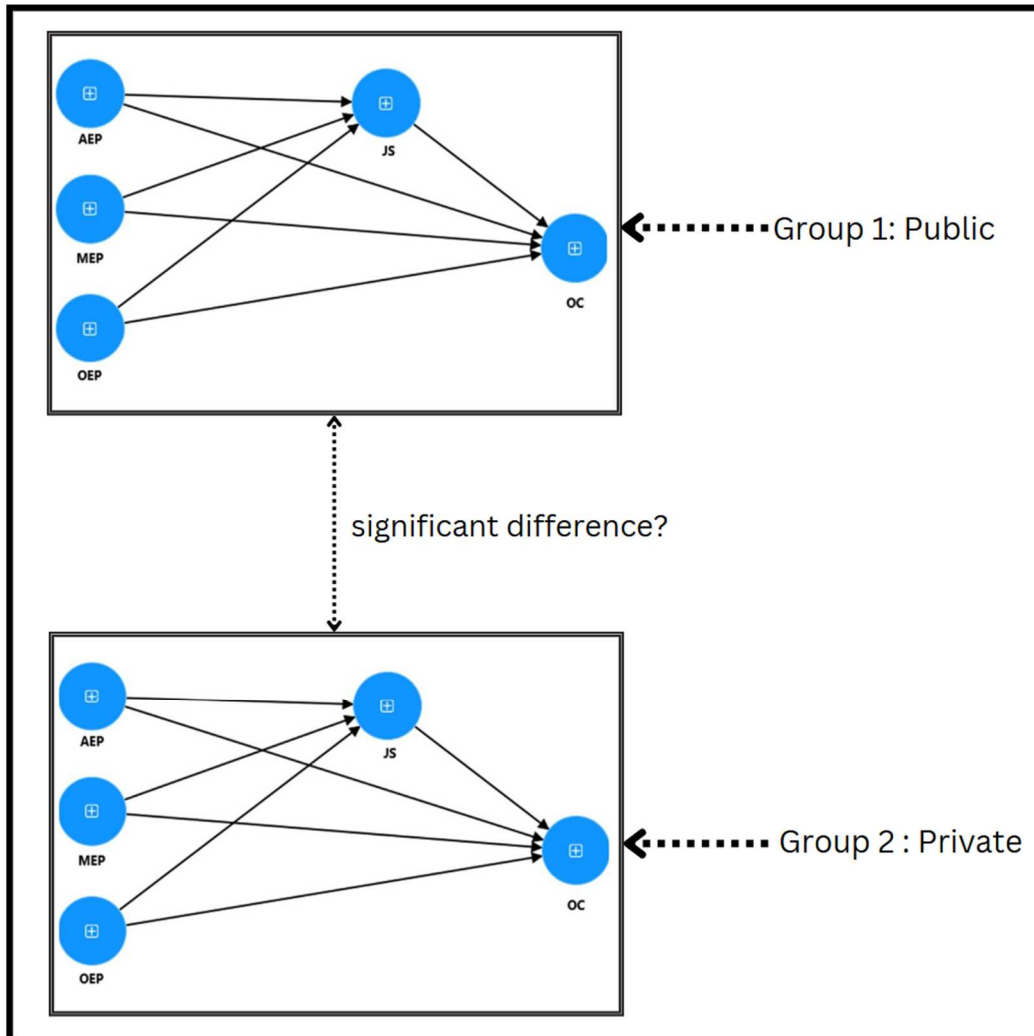
8.3 MICOM in MGA

According to Henseler, prior to conducting the multigroup analysis, it is essential to examine the MICOM (Henseler et al., 2016). The aim of MICOM (Measurement Invariance of Composite Models) is to verify that the differences between the two groups are, in fact, due to differences between the latent variables

and not to other issues. In other words, the differences are only due to differences in the structural model and not in the measurement model (Henseler et al., 2016).

MICOM is performed through three stages; the first stage is being configuration invariance. It consists of an evaluation of the measurement models across all groups to ascertain whether a consistent basic factor structure is present, characterised by an identical number of constructs and corresponding items. Additionally, we examined the treatments and algorithm settings, which are identical; outliers should also be treated in a similar way. This verification establishes configuration invariance. In the second stage, compositional invariance is measured, which occurs when composite scores are created equally across groups. It is measured based on the original correlations being equal to or greater than the 5% quantile; if it follows the criteria, compositional invariance is assumed. Stage three comprises two parts (3a and 3b), assessing the equality of composite mean values and variances. For assessing the equality of mean (3a), the mean original difference must fall within the range of lower (2.5%) and upper (97.5%) boundaries. If all conditions are satisfied, the initial evidence of invariance is shown. Subsequently, we assess the equality of variance (3b) by ensuring that all the constructs must fall within the 95% confidence interval. If the equality of composite mean values and variances are verified, we can conclude full measurement invariance for the composites; otherwise, partial measurement invariance exists.

Figure 8.1
Data Groups Under Study



Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC - Organisational Commitment.

Source: Primary data

Table 8.1

Multigroup Analysis –MICOM

Constructs	Step 1	Step 2			Step 3a			Step 3b			Measurement Invariance
	Configural Invariance	Original Correlation (C)	5%- Quantile Of Cu	Compositional Invariance	Difference	CI95%	Equal Mean Assessment	Difference	CI95%	Equal Variances	
AEP	Yes	0.753	0.720	Yes	-0.040	[-0.197; 0.183]	Yes	0.062	[-0.254; 0.223]	Yes	Full
MEP	Yes	0.915	0.755	Yes	-0.986	[-0.204; 0.193]	No	-0.813	[-0.27; 0.279]	No	Partial
OEP	Yes	0.975	0.779	Yes	-0.113	[-0.189; 0.199]	Yes	-0.375	[-0.269; 0.278]	No	Partial
OC	Yes	0.994	0.911	Yes	-0.453	[-0.203; 0.192]	No	0.241	[-0.292; 0.281]	Yes	Partial
JS	Yes	0.974	0.939	Yes	-0.530	[-0.21; 0.197]	No	-0.016	[-0.251; 0.229]	Yes	Partial

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC – Organisational Commitment.

Source: Primary Data

Here, we examine the difference between public and private sector telecom employees. The question to be examined is, “Does a public-private difference exist in the relationships between ability-enhancing practices, motivation-enhancing practices, and opportunity-enhancing practices with organisational commitment and job satisfaction?”. For the study, data was collected from 404 telecom employees; out of them, 204 employees are working in the public sector, and the remaining 200 are working in private sector telecom companies. Here, the two subpopulations (public and private) are comparable in size. Here, it should be noted that groups with different sample sizes are ok, but the sample size must be comparable to prevent biased results (Hair Jr et al., 2017).

The results of the MICOM procedure are presented in Table 8.1. In the first step, evaluation of the measurement models across both public and private groups is done to determine the presence of a consistent basic factor structure characterised by an identical number of constructs and corresponding items. This verification confirmed configuration invariance. The assessment of compositional invariance takes place in step 2, as detailed in Table 8.1. The results reveal that all five constructs possess compositional invariance. To determine the presence of full or partial measurement invariance, step 3 of MICOM is executed. As we discussed earlier, step 3 has two sections, and the results of both parts are shown in (Table 8.1). The result indicated partial invariance for all the constructs except for ability-enhancing practices. The construct Ability-enhancing practices met all the guidelines in this step and established full measurement invariance.

Direct Relationship

Table 8.2 illustrates the direct relationship between constructs based on their ownership. The direct relationships between public and private telecom companies are given separately. The analysis of the results revealed significant relationships between opportunity-enhancing practices and job satisfaction, as well as job satisfaction and organisational commitment, among public and private telecom employees. In the case of ability-enhancing practices on organisational commitment and ability-enhancing practices on job satisfaction, both were significant in the sample from the public sector and insignificant in the sample from the private sector. However, in the case of the relationship between motivation-enhancing practices and job satisfaction, it was found significant in the sample from the private sector, while it was insignificant in the sample from the public sector.

Table 8.2
Direct Relationships

Public Telecom					Private Telecom			
Hypotheses	Beta Coefficient	T-Statistics	P Value	Results	Beta Coefficient	T-Statistics	P Value	Results
AEP → OC	0.263	3.716	0.000	Supported*	0.075	0.903	0.367	Not Supported
AEP → JS	0.213	2.785	0.005	Supported*	0.128	1.908	0.056	Not Supported
MEP → OC	0.043	0.52	0.603	Not Supported	0.134	1.745	0.081	Not Supported
MEP → JS	0.099	1.038	0.299	Not Supported	0.38	5.053	0.000	Supported*
OEP → OC	0.118	1.872	0.061	Not Supported	0.133	1.746	0.081	Not Supported
OEP → JS	0.193	2.619	0.009	Supported*	0.205	2.909	0.004	Supported*
JS → OC	0.383	5.987	0.000	Supported*	0.411	4.887	0.000	Supported*

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC – Organisational Commitment .

Source: Primary data. Note. *Relationships are significant at $P < 0.05$.

Mediation Analysis

Table 8.3 presents a detailed examination of the influence of Ability-enhancing practices, Motivation-enhancing practices and Opportunity-enhancing practices on Organisational commitment mediated by Job satisfaction. The results of mediation analysis have been shown separately for public and private telecom employees. In the context of public sector employees, the analysis revealed that job satisfaction partially mediates the relationship between ability-enhancing practices and organisational commitment and fully mediates the relationship between opportunity-enhancing practices and organisational commitment. In the case of private-sector employees, the analysis revealed that job satisfaction fully mediates the relationship between motivation-enhancing practices and organisational commitment, as well as opportunity-enhancing practices and organisational commitment.

Table 8.3
Mediation Analysis

Public Telecom					Private Telecom			
Hypotheses	Beta Coefficient	T-Statistics	P Value	Results	Beta Coefficient	T-Statistics	P Value	Results
AEP → JS → OC	0.082	2.408	0.016	Supported*	0.052	1.696	0.090	Not Supported
MEP → JS → OC	0.038	1.033	0.302	Not Supported	0.156	3.100	0.002	Supported*
OEP → JS → OC	0.074	2.261	0.024	Supported*	0.084	2.686	0.007	Supported*

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC – Organisational Commitment .

*Relationships are significant at $P < 0.05$.

Source: primary data

Multigroup Analysis

In the final part of the research, we examined the significant variations between public and private telecom sector employees regarding the effects of ability-enhancing practices, motivation-enhancing practices, and opportunity-enhancing practices on organisational commitment and job satisfaction. We also examined the variations in the effect of job satisfaction on organisational commitment among public and private employees (Table 8.4).

8.4 Hypotheses Tested – Multigroup Analysis

H₀₁: There is no significant difference in the effect of ability-enhancing practices on organisational commitment between public and private telecom employees.

H₀₂: There is no significant difference in the effect of motivation-enhancing practices on organisational commitment between public and private telecom employees.

H₀₃: There is no significant difference in the effect of opportunity-enhancing practices on organisational commitment between public and private telecom employees.

H04: There is no significant difference in the effect of ability-enhancing practices on job satisfaction between public and private telecom employees.

H05: There is no significant difference in the effect of motivation-enhancing practices on job satisfaction between public and private telecom employees.

H06: There is no significant difference in the effect of opportunity-enhancing practices on job satisfaction between public and private telecom employees.

H07: There is no significant difference in the effect of job satisfaction on organisational commitment between public and private telecom employees.

H08: There is no significant difference in the indirect effect of ability-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.

H09: There is no significant difference in the indirect effect of motivation-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.

H010: There is no significant difference in the indirect effect of opportunity-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.

Table 8.4
Multigroup Analysis

Hypotheses	Difference (Public – Private)	P Value	Decision
AEP → OC	0.218	0.036*	Supported
AEP → JS	0.086	0.395	Not Supported
MEP → OC	-0.209	0.074	Not Supported
MEP → JS	-0.281	0.016*	Supported
OEP → OC	-0.025	0.793	Not Supported
OEP → JS	-0.012	0.911	Not Supported
JS → OC	-0.028	0.762	Not Supported

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC – Organisational Commitment .

Note: *The Differences are significant in the relationships between Public and Private (P < 0.05).

Source: primary data

Table 8.4 summarises the results of the multigroup analysis. Findings reveal that the difference was significant when comparing the effect of ability-enhancing practices on organisational commitment (path difference=0.218, $p=0.036$) and motivation-enhancing practices on job satisfaction (path difference=-0.281, $p=0.016$) among public and private telecom employees, while the influence of motivation-enhancing practices on organisational commitment varied somewhat. The path coefficients revealed that the influence of ability-enhancing practices on organisational commitment was stronger in the public sector in comparison to the private sector, whereas the effect of motivation-enhancing practices on job satisfaction and organisational commitment was stronger in private sector telecom employees.

Indirect Relationships

In order to understand whether there is a significant difference in the indirect effect of AMO practices (Ability, Motivation, Opportunity) on organisational commitment through job satisfaction between public and private telecom employees, the indirect effect studied by using multigroup analysis, the results are presented in Table 8.5.

Table 8.5

Multigroup Analysis – Indirect Relationships

Hypotheses	Difference (Public – Private)	P Value	Decision
AB → JS → OC	0.029	0.521	Not Supported
MOT → JS → OC	-0.118	0.048*	Supported
OP → JS → OC	-0.01	0.813	Not Supported

Note: AEP – Ability Enhancing Practices, MEP – Motivation Enhancing Practices, OEP – Opportunity Enhancing Practices, JS – Job Satisfaction, OC - Organisational Commitment.

*The differences are significant in the relationships between public and private ($p < 0.05$).

Source: primary data

Table 8.5 presents the results of the indirect relationship in multigroup analysis. The results show that the differences were only significant in the indirect effect of motivation-enhancing practices on organisational commitment through job

satisfaction (path difference = -0.118, $p = 0.048$). It is inferred that the public or private ownership of the company does influence the indirect effect of motivation-enhancing practices on organisational commitment through job satisfaction, with private employees experiencing a greater effect than public employees. All the other differences in the hypothesised relationships were found insignificant.

Table 8.6
Summary of Hypothesis Testing

H No.	Hypotheses	Decision
H ₀ - 1	There is no significant difference in the effect of ability-enhancing practices on organisational commitment between public and private telecom employees.	Rejected
H ₀ - 2	There is no significant difference in the effect of motivation-enhancing practices on organisational commitment between public and private telecom employees.	Accepted
H ₀ - 3	There is no significant difference in the effect of opportunity-enhancing practices on organisational commitment between public and private telecom employees.	Accepted
H ₀ - 4	There is no significant difference in the effect of ability-enhancing practices on job satisfaction between public and private telecom employees.	Accepted
H ₀ - 5	There is no significant difference in the effect of motivation-enhancing practices on job satisfaction between public and private telecom employees.	Rejected
H ₀ - 6	There is no significant difference in the effect of opportunity-enhancing practices on job satisfaction between public and private telecom employees.	Accepted
H ₀ - 7	There is no significant difference in the effect of job satisfaction on organisational commitment between public and private telecom employees.	Accepted
H ₀ - 8	There is no significant difference in the indirect effect of ability-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.	Accepted
H ₀ - 9	There is no significant difference in the indirect effect of motivation-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.	Rejected
H ₀ - 10	There is no significant difference in the indirect effect of opportunity-enhancing practices on organisational commitment through job satisfaction between public and private telecom employees.	Accepted

Source: Primary data

8.5 Chapter Summary

This chapter uses multigroup analysis in PLS-SEM to provide a deeper understanding of the existence of significant differences in HR practices and organisational commitment based on the ownership of the telecom sector. We first evaluate the measurement invariance using MICOM to test the multigroup analysis. This ensures partial invariance for all constructs except ability-enhancing practices and establishes full measurement invariance for ability-enhancing practices. The direct relationship and indirect relationship of the public and private telecom sectors are presented separately. After that, multigroup analysis results are shown, the results are interpreted based on the path difference and p-value, and the results show that the difference was significant when comparing the effect of ability-enhancing practices on organisational commitment and motivation-enhancing practices on job satisfaction among public and private telecom employees, the path coefficients also revealed that the influence of ability-enhancing practices on organisational commitment was stronger in the public sector in comparison to the private sector, whereas the effect of motivation-enhancing practices on job satisfaction and organisational commitment was stronger in private sector telecom employees. The indirect relationship in multigroup analysis shows that the differences were only significant in the indirect effect of motivation-enhancing practices on organisational commitment through job satisfaction.

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CHAPTER 9
SUMMARY, MAJOR FINDINGS AND
CONCLUSION

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9.1 Introduction

This chapter presents a summary of the study carried out, findings of the study based on the objectives, suggestions put forward by the researcher based on the study findings, overall conclusion, and scope for further research.

9.2 Summary of the study

In today's interconnected world, the significance of telecommunication cannot be overstated. It has fundamentally transformed the way we communicate, work, and interact with each other, making it an indispensable part of modern life. The telecom sector contributes substantially to the socio-economic development of any country. As India is the most populated nation globally, there is significant potential for developing the industry in the foreseeable future as the country possesses the second-largest subscriber base in the world. The telecom sector has brought innovative transformations in the country's outlook, and hence, it is considered the cornerstone of its digital revolution. Since these technological transformations led to the reduced digital divide, it will enable the full-fledged success of the 'Digital India' concept. Even though the young blood of the country is confronting the challenges of rigorous unemployment, the telecom sector provides several job openings in the private and public sectors. Employees in the telecom sector are considered one of the major components since they ensure a competitive edge, which in turn leads to a strong industrial presence in the industry.

Since the sector is characterised by cutthroat competition, especially due to the entrance of new private players, the significance of the performance of employees has increased a lot. The success of the sector largely depends on the quality and proficiency of its workforce. Hence, human resource administrators must design strategic policies and plans to empower human resources and ensure reduced

employee attrition. There is no common set of HR practices that can be applied to all organisations since different practices have different outcomes depending on the working environment and type of organisation. Effective HR practices lead to a healthy work atmosphere and employees' job satisfaction and organisational commitment. Both job satisfaction and organisational commitment play crucial roles in improving professional relationships, increasing productivity, better functioning of the organisation and overall success. HR practices followed by companies in the telecom sector, as well as employees' job satisfaction and organisational commitment, have to be reviewed and monitored adequately for the company's overall success. In such a context, in the present study, the researcher attempted to analyse the various HR practices prevailing in the telecom sector in Kerala and their impacts on employees' job satisfaction and resulting organisational commitment. Public telecom company faces challenges such as high operation costs because their focus is rural and remote areas, regulatory hurdles due to bureaucratic processes, limited innovation and political influences, while private sector companies face problems in a highly competitive market, keeping updated with rapid technological advancement, complex regulatory environment and high service quality expectations by customers. So, the present study also focused on the public-private comparison of the interconnections between HR practices, job satisfaction, and organisational commitment.

Managing human resources is more challenging than managing technology or capital. The organisation requires a robust HRM system backed by sound HRM practices for effective management. A higher level of commitment is correlated with lower turnover rates, increased productivity, and enhanced customer service. Job satisfaction in the telecom sector is crucial as it directly influences the morale and well-being of employees. These three interrelated elements may collectively foster a motivated, committed, and high-performing workforce, thereby contributing to the success of the telecom sector. Following a comprehensive investigation of the previously outlined concerns, the following research questions have been formulated to guide this study:

1. Are the existing human resource practices in the telecom sector capable of meeting employees' expectations?
2. Do such practices have any significant influence over the organisational commitment of Telecom employees?
3. Does the organisational commitment change according to the demographic and professional variables of employees?
4. Does job satisfaction change according to the demographic and professional variables of employees?
5. What is the status of organisational commitment and job satisfaction in the telecom sector?
6. Which are the most influencing HR practices on organisational commitment and job satisfaction?
7. What is the relationship between HR practices, job satisfaction and organisational commitment?
8. What are the public and private differences in the relationship between HR practices, job satisfaction and organisational commitment?

The objectives of the study are,

1. To assess the effectiveness of human resource management practices in the telecom sector in Kerala.
2. To analyse the organisational commitment of employees in the telecom sector in Kerala.
3. To examine the satisfaction level of employees in the telecom sector in Kerala.
4. To examine the relationship between human resource management practices and organisational commitment mediated through job satisfaction.

5. To compare the relationship between human resource management practices and organisational commitment mediated through job satisfaction in public and private telecom companies.

The study focused on telecom sector employees facing tremendous changes and being the main contributors to the digitalisation of our country. This study includes employees working as managers, assistant managers, and administrative officers in the telecom sector. The study was limited to the non-technical category of employees since they constitute a major part of total employment in the telecom sector. Both public and private sector telecom employees participated in the study. BSNL employees were studied in the public sector, and Jio employees were studied in the private sector. Data were collected from 6 districts of Kerala (Thiruvananthapuram, Ernakulam, Kozhikode, Kasaragod, Kannur, and Malappuram) among 404 telecom sector employees using a cluster sampling method. The study has been confined to understanding the demographic and professional profile of telecom sector employees in Kerala and identifying the influence of ability, motivation, and opportunity-enhancing practices on their affective, normative, and continuance levels of commitment. Moreover, the study helps to identify the proper practices that lead to job satisfaction and enhance the commitment levels of employees.

The present study is descriptive and analytical in nature in which data were collected through primary and secondary sources. The survey included telecom personnel, including managers, deputy managers, and administrative officers. The study encompasses both public and private telecom companies in Kerala. The study's population comprises 6,034 telecom employees engaged in non-technical roles in Kerala. Using Krejcie and Morgan's formula for sample size determination, 'n' was calculated to be 361, the minimum sample size required to represent the population accurately. A total of 404 employees were selected for the study, with 204 from public and 200 from private telecom companies, adhering to the principle of large samples. The cluster sampling method was utilised to survey 404 employees within the telecom sector in Kerala. In the first stage of cluster sampling, Kerala was divided into fourteen

clusters based on its districts. Six of these clusters were randomly selected using Microsoft Excel's random number function, namely Trivandrum, Ernakulam, Kozhikode, Kasaragod, Kannur, and Malappuram. The study involved a comparative analysis between public sector and private sector telecom companies; hence, BSNL and Jio were chosen for the study. From each of the selected districts, branches of BSNL and Jio were randomly selected, and the employees from these branches constituted the sample for this study. By performing a pilot study, it was made aware of research methods, the feasibility, and the practicability of the present research. It also helps to measure the reliability and validity of the instrument. In the present research, the pilot study was conducted among 60 telecom sector employees representing both public and private telecom companies in the Malappuram and Kozhikode districts of Kerala. The reliability of the instrument was checked by using Cronbach's Alpha; the instrument is considered reliable if the statement possesses an Alpha value of more than 0.7. The content validity and face validity were also checked by experts in the field. Skewness and kurtosis (excess) were used by the researcher to assess normality; here, the criterion is that if these values are between -1 and $+1$, the distribution is approximately normal. The data were prepared for analysis by editing and coding the same. The data collected have been analysed by using statistical software, mainly MS Excel, IBM SPSS version 26, and SMART PLS SEM 4. Mathematical tools like mean, median, standard deviation and percentages were employed to describe the primary data gathered. Inferential statistics tests like independent sample t-tests, one-way ANOVA, one-way MANOVA and post hoc tests were utilised to test the proposed hypotheses in accordance with the study goals and objectives. Factor analysis (including Exploratory Factor Analysis and Confirmatory Factor Analysis) was also performed in the study. Smart PLS 4 was utilised for the validation and measurement of the structural model.

The demographic variables include age, gender, educational qualifications, marital status, area of living, and professional variables include company, job title, work experience, work mode, job timing, contractual obligations with the company and performance targets were taken for the study. AMO framework, namely, Ability-enhancing practices, Motivation-enhancing practices and Opportunity-enhancing

practices are the categories of HR practices in the present study. Task fulfilment satisfaction and social support satisfaction are the two dimensions identified under job satisfaction, and these two were used to measure employees' job satisfaction in the telecom sector. A three-component model of organisational commitment, namely affective commitment, normative commitment, and Continuity commitment, was utilised to measure organisational commitment (Allen & Meyer, 1990).

The present study helps to understand how HR practices influence job satisfaction and organisational commitment and how telecom companies and HR professionals identify the best practices. The findings of the present study can be used in the development and implementation of policies that enhance employee well-being and organisational success. The study helps the researchers and academicians by adding to the existing body of knowledge in the literature on HR practices, job satisfaction and organisational commitment, especially in the telecom sector. Policymakers can use the findings to develop regulatory frameworks. As a result of this, the customers and society can enjoy the service quality, employee well-being, overall economic growth and stability of the region.

9.3 Major Findings of the Study

This section presents the significant findings of the research. The findings were based on the analysis and interpretation of data collected through structured questionnaires from 404 employees working in public and private telecom companies in Kerala. The major findings are presented under seven headings. They are (1) the demographic profile of telecom sector employees, (2) the organisational profile of telecom sector employees, (3) the effectiveness of human resource management practices in the telecom sector, (4) organisational commitment of telecom sector employees, (5) job satisfaction of telecom sector employees (6) relationship between HR practices, organisational commitment and job satisfaction (7) relationship between HR practices and organisational commitment mediated by job satisfaction in public and private companies.

Demographic Profile of Telecom Sector Employees

- The study noticed that the majority of the sample respondents are male employees (70.3%).
- Most of the respondents (30.69%) engage in telecom employment are in the age group of “up to 30” and the employees in the age group of “31-40” also constitute a sizeable proportion (26.73%) and show interest in telecom sectoral duties. The respondents in the age group of “51 and above” representing the senior group of employees (19.8%) are comparatively less in number. It is inferred from these findings that young employees like to work in the telecom sector in Kerala.
- Based on the educational qualifications of the respondents, it is revealed that most of the employees in the telecom sector possess comparatively low educational qualifications, i.e., HSE (46.29%). 26.49% of the employees have UG, 17.57% have PG, and 9.65% have diplomas as educational qualifications.
- The majority of respondents (62.38%) belong to rural areas, and 37.62% are employees in urban areas. In the telecom sector, employees from rural areas dominate the number of employees from urban areas.

Organisational Profile of Telecom Sector Employees

- Out of 404 employees, 204 employees work in the public sector (BSNL), and 200 employees work in the private sector (Jio).
- Most of the respondents (46.29%) work as administrative officers, 40.35% as assistant managers and 13.37% as managers.
- It is acknowledged that most of the respondents (28.71%) have worked for the company for five or fewer years, followed by 26.24% with 6 to 10 years, 24.01% with 11 to 15 years, and the remaining 21.04% with more than fifteen years of experience. Thus, most of the employees are less experienced.

- It is clear that more than half of employees (59.16%) work at a desk, while the remaining employees (40.84%) use to travel to complete work-related tasks.
- It is understood that a clear majority (77.23%) of workers have fixed job timing, while only 22.77% have flexible scheduling.
- The study admitted that the majority of the employees (64.85%) have performance targets, and 35.15% do not have such targets.

Effectiveness of Human Resource Management Practices in the Telecom Sector

The selected HRM practices are categorised into three categories: ability-enhancing practices, motivation-enhancing practices, and opportunity-enhancing practices, as supported by relevant literature. The validity of factorisation was evaluated by employing CFA, and it was found that the proposed measurement model is capable of measuring the theoretical structure and that the model is fit to represent the data. The employee satisfaction index is applied to measure the effectiveness of HR practices in the telecom sector in Kerala; the findings in this regard are as follows:

- It is understood that Performance Appraisal (index value 83.93) is the most effective HR practice in the telecom sector in Kerala. Learning (80.58) and Promotion (80.23) also are coming under the 'very effective' practices. Hence, it is interpreted that these practices are well-designed and implemented to meet the needs of employees.
- Salary (index value 56.67) is the least effective HR practice, which falls below 60 in the specified judgment criteria and is deemed 'ineffective.' The compensation policies in the telecom sector in Kerala should be reviewed and changed to align with employees' preferences.
- The remaining practices fall within the decision criterion range of 60 to 80. They are Training (index value 79.65), Employee Participation (76.60), Teamwork (75.46), Information Sharing (74.70), Job Security (67.04), and Reward (64.12). Thus, they are 'effective.' To enhance employee commitment

and performance, it is advisable to strengthen and uplift these practices to a higher level.

- The Overall ESI value is 74.29, which indicates that all the prevailing HRM practices are ‘effective’ among employees in the telecom sector in Kerala.
- In public sector telecom, Performance Appraisal (index value: 83.13) is the most effective HR practice, followed by Learning (81.51). It indicates that the performance of employees in the public telecom sector in Kerala is properly appraised and monitored, and adequate opportunities are offered for learning.
- ‘Salary’ is the least effective HR practice in the public telecom sector in Kerala; it comes under the decision criteria ‘ineffective’ with an index value of 54.19. It indicates that compensation policies in the public sector should be evaluated and redesigned to align with the employees’ preferences and to enhance their commitment to the sector.
- All the remaining practices are ‘effective’ among employees in the public sector; they are Training (index value: 78.79), Team Work (76.27), Promotion (76.25), Employee Participation (75.85), Information Sharing (74.05), Job Security (63.56) and Reward (61.04). It is advisable to take measures to make the practices ‘very effective’, which are currently ‘effective’, which in turn leads to the increased efficiency and commitment of employees.
- In the private telecom sector, the majority of the HR practices have higher ESI scores than those of the public telecom sector. Performance Appraisal (index value: 84.75) is the most effective HR practice. Promotion and Training with an ESI value of 84.3 and 80.52, respectively, also fall in the decision criteria of ‘very effective’. It discloses that the performance of employees in the private telecom sector is evaluated in an adequate manner according to their expected standards, and the sector provides opportunities for advancement to the next positions. Moreover, it is understood that training methods applied in the sector are very effective for employees to improve their performance.

- In the private sector, salary is also the least effective HR practice, and it comes under the decision criteria of 'ineffective' with an ESI value of 59.2. Still, it is almost near the next level. It is denoted that salary packages should be reviewed in the private sector also to attract and retain employees in the sector.
- All the remaining practices, namely Learning (index value: 79.62), Employee Participation (77.37), Information Sharing (75.36), Team Work (74.63), Job Security (70.6) and Reward (67.26), fall under the decision criteria of 'effective', hence management had better to take actions to make these practices 'very effective'.
- The overall ESI value of the private telecom sector (75.74) is greater than that of the public telecom sector (72.88). It is understood that HR practices prevailing in the private telecom sector are more effective when compared with the public, and both sectors fall under the decision criteria of 'effective'.
- The overall results indicate that some of the individual practices are regarded as 'ineffective' while others are 'very effective'; however, the majority of the individual practices fall in the category of 'effective'.

Organisational Commitment of Telecom Sector Employees

The three-component model of organisational commitment proposed by Meyer & Allen (1991) was utilised to assess organisational commitment. Confirmatory factor analysis was employed for validation, and it was found that the proposed measurement model is capable of measuring the theoretical structure and that the model is fit to represent the data. The Median Split Method (Gaur & Gaur, 2009) classified employees' three levels of organisational commitment and overall organisational commitment into three categories: low, medium, and high. The findings in this regard are as follows:

- Most of the employees in the telecom sector in Kerala have a moderate level of affective commitment (35.64%), whereas most of them have a low level of

normative commitment (37.62%) and continuance commitment (38.11%) and overall organisational commitment (38.11%).

- The public and private telecom employees' organisational commitment was measured separately, and it was found that in public telecom sector companies, the majority of the employees come under the low-level category in all three levels and overall organisational commitment, whereas the levels of organisational commitment in private telecom sector, reveal that most of the employees have a moderate level of affective commitment (39%) and normative commitment (35.5%). 41% of the employees expressed a sense of continuance commitment, indicating that a significant majority of private telecom employees believe the costs associated with leaving the current organisation are high. It is also understood that the overall organisational commitment in private sector telecom companies is high compared with that of the public sector.
- The analysis of the above results reveals that private-sector employees exhibit a higher level of organisational commitment compared to their public-sector counterparts, particularly in terms of continuance commitment and overall organisational commitment. The findings of this study support Boyne and Lyons' conclusion that private-sector employees demonstrate higher levels of organisational commitment compared to their public-sector counterparts (Boyne, 2002). This result contradicts Perry's assertion that public-sector employees exhibit greater commitment (Perry, 2004). Furthermore, it is at odds with the positions of Cho and Lee and Markovits, who argued that there are no significant sectoral differences in organisational commitment (K. Cho & Lee, 2001; Markovits et al., 2010).

One-way ANOVA, MANOVA and the independent sample t-test are the three statistical tools applied to analyse the relationship between several employees-demographic-specific variables and professional-related variables with three dimensions of organisational commitment, which include affective commitment,

normative commitment, continuance commitment and overall organisational commitment. The findings in this regard are as follows:

- It is found that there is a significant difference in the normative commitment among public and private employees ($p = 0.006$). On the basis of mean scores, private sector employees ($M = 3.97$) have more normative commitment than public ($M = 3.79$) telecom employees. In the context of continuance commitment, there is also a significant difference ($p = 0.016$). Private employees ($M = 4.04$) have more continuance commitment than public ($M = 3.89$) telecom employees. In the case of affective commitment, no significant difference is found among the categories. When overall organisational commitment is considered, a significant difference is found among public and private telecom employees ($p = 0.000$). The private ($M = 3.92$) telecom sector is dominant over the public ($M = 3.77$) in overall organisational commitment too.
- It is clear that there is a significant difference in affective commitment ($p = 0.043$), continuance commitment ($p = 0.002$), and overall organisational commitment ($p = 0.000$) among male and female employees. The results indicate that male employees have higher affective ($M = 3.72$) commitment than female ($M = 3.58$) employees, as well as higher continuance ($M = 4.03$) commitment when comparing female ($M = 3.81$) employees, and the overall organisational commitment of male ($M = 3.90$) employees is also higher than that of female ($M = 3.72$) telecom employees. The normative commitment of telecom employees does not significantly differ between male and female telecom employees. Van Dyne states gender has a significant influence on the organisational commitment of employees; the findings of the study verified it and confirm that gender influences organisational commitment in the Telecom sector (Van Dyne & Ang, 1998).
- It is found that in the case of continuance commitment ($p = 0.023$) and overall organisational commitment ($p = 0.030$), there is a significant difference between married and unmarried employees. When comparing the mean value

of continuance commitment, married ($M=4.00$) employees have a higher level of commitment than unmarried ($M=3.83$) employees. Similarly, in the context of overall commitment, married ($M=3.86$) employees are more committed than unmarried ($M=3.77$) employees. The affective commitment and normative commitment are not statistically different with regard to the marital status of employees.

- With regard to normative commitment ($p = 0.000$) and overall organisational commitment ($p = 0.037$), there is a significant difference between rural and urban employees. The mean values denote that telecom employees from rural areas have more normative commitment ($M = 3.98$) and overall organisational commitment ($M = 3.87$) than those of telecom employees who belong to urban ($M = 3.70$ and $M = 3.80$) areas. In the case of affective commitment and continuance commitment, employees belonging to rural and urban areas are not statistically different.
- The results reveal that continuance commitment ($p = 0.023$) and overall organisational commitment ($p = 0.004$) are significantly different among employees having fixed and flexible work schedules. The mean values indicate that employees with flexible job timing exhibit higher levels of continuance commitment ($M = 4.09$) and overall organisational commitment ($M = 3.94$) compared to those with fixed job timing ($M = 3.93$ and $M = 3.82$). In the case of affective commitment and normative commitment, employees with fixed and flexible job timing are not statistically different.
- The results show that the normative commitment ($p = 0.001$) and overall organisational commitment ($p = 0.000$) of employees who have signed a bond with the company and those who have not are significantly different. The mean values show that employees who have not signed any bond are more normatively committed ($M=3.98$) and have a higher level of overall organisational commitment ($M=3.91$) compared to those who have signed a bond with the company ($M=3.77$ and $M=3.78$). In the case of affective

commitment and continuance commitment, both categories of employees are not statistically different.

- The results found that there is a significant difference in affective commitment ($p = 0.000$), continuance commitment ($p = 0.002$), and overall organisational commitment ($p = 0.001$) among employees with performance targets and those without. Employees who do not have performance targets have more affective commitment ($M=3.83$), continuance commitment ($M=4.08$), and overall organisational commitment ($M=3.92$) than employees having performance targets. When it comes to normative commitment, there is no statistical difference among them. The results highlight that an employee working with rigid performance targets negatively impacts his affective, continuance, and overall organisational commitment.
- The overall organisational commitment of telecom employees aged “up to 30” significantly differs from all other age groups. When mean values are analysed, the ‘up to 30’ ($M=3.72$) age group have less overall organisational commitment than others. Hence, it is understood that younger employees are less committed than aged employees. The insights gained from the current research align with the conclusions of Kaldenberg, who also states that older employees are more committed than their younger counterparts (Kaldenberg et al., 1995).
- The results acknowledge a significant difference in affective commitment between employees aged ‘up to 30’ and those aged ‘between 41-50’. Employees aged ‘between 41-50’ ($M=3.80$) are more affectively committed than employees in the low age group ‘up to 30’ ($M= 3.54$). A significant difference is shown in continuance commitment between employees aged ‘up to 30’ and all other age groups. Employees aged ‘up to 30’ ($M=3.73$) have less continuance commitment than employees in all other higher age groups.
- There is a significant difference between employees having work experience of ‘16 years & more’ with experience groups ‘up to 5 years’ and ‘6 to 10 years’

in organisational commitment. '16 years & more' (M=3.98) experienced employees are more highly committed than the employees having experience 'up to 5 years' (M=3.80) and between '6 to 10 years' (M=3.75) of experience in the telecom sector. It can be concluded that employees with less experience are less committed than highly experienced employees. The findings confirm that experience is the primary factor that decides organisational commitment (Meyer et al., 1998).

- There is a significant difference between the employees having experience of '16 years & more' and employees having experience of 'up to 5 years' and '6 to 10 years' in continuance commitment. '16 years & more' (M=4.14) experienced employees have higher continuance commitment than the employees having experience 'up to 5 years' (M=3.86) and between '6 to 10 years' (M=3.88) of experience in the telecom sector. Employees with lower experience have less continuance commitment than highly experienced employees.
- The study noted that there is a significant difference in affective commitment ($p=0.036$), normative commitment ($p=0.027$), continuance commitment ($p=0.021$) and overall organisational commitment ($p=0.013$) among employees having different educational qualifications. 'PG & Above' qualified (M=3.86) employees have a higher affective commitment than those with educational qualification 'HSE' (M=3.61). Employees with 'Diploma' (M=4.13) are more normatively committed than those with 'HSE' (M=3.80). 'Diploma' qualified (M=4.21) employees have a high level of continuance commitment compared to employees having educational qualification 'UG' (M=3.87) and 'PG & Above' (M=3.92). Moreover, employees with 'Diploma' (M=3.98) have high level of organisational commitment than the employees having the qualification of 'HSE' (M=3.81). In conclusion, employees with lower educational qualifications have less commitment than highly qualified employees.

- The results indicate that there is a significant difference in normative commitment ($p=0.006$) and overall organisational commitment ($p=0.005$) among the employees with different designations. 'Administrative officers' ($M=3.77$) have less normative commitment than the 'Managers' ($M=4.02$) and 'Assistant managers' ($M=3.96$). Furthermore, 'Administrative officers' ($M=3.79$) have less overall organisational commitment than the 'Managers' ($M=3.95$).

Job Satisfaction of Telecom Sector Employees

Using factor analysis, eight variables were identified related to Job Satisfaction, and through the factor reduction method of exploratory factor analysis, it has been reduced to two dimensions, namely task fulfilment satisfaction and social support satisfaction, with each dimension having four indicators based on the factor loadings above 0.5. The validation was performed by confirmatory factor analysis and found that the proposed measurement model is capable of measuring the theoretical structure and the model is fit to represent the data. The Median Split Method (Gaur & Gaur, 2009) classified employees' task fulfilment satisfaction, social support satisfaction and overall job satisfaction into three categories: low, medium, and high. The findings in this regard are as follows:

- The telecom sector employees in Kerala have low task fulfilment (38.11%) satisfaction and social support (38.61%) satisfaction. The telecom sector's overall job satisfaction (39.60%) level is also low.
- The public and private telecom employees' job satisfaction was measured separately, and it was found that in public telecom sector companies, the majority of the employees fall under the low-level category across both dimensions. Additionally, the overall level of job satisfaction is also low. Whereas, in the private sector, most of the employees have a high level of task fulfilment (36%) satisfaction and social support (39%) satisfaction. Moreover, most of the employees in the private telecom sector have a high level of overall job satisfaction (37.50%).

- The above results reveal that private-sector employees exhibit a higher level of job satisfaction compared to their public-sector counterparts.

One-way ANOVA, MANOVA and the independent sample t-test are the three types of statistical tools applied to analyse the relationship between several employees- demographic-specific variables and professional-related variables with two dimensions of job satisfaction which include task fulfilment satisfaction and social support satisfaction and overall job satisfaction. The findings in this regard are as follows:

- It is found that there is a significant difference in social support satisfaction among public and private employees. The private employees ($M = 3.96$) have more social support satisfaction than public ($M = 3.57$) telecom employees ($p = 0.000$); the difference is significant. In the context of overall job satisfaction, there is also a significant difference among public and private employees ($p = 0.000$). The mean values show that private employees ($M = 3.79$) have more overall job satisfaction than public ($M = 3.52$) telecom employees. There is no statistically significant difference in the task fulfilment satisfaction of both public and private telecom employees. The results indicate that the employees' job satisfaction and its dimensions in the telecom sector in Kerala are impacted by company differences. The private employees are more satisfied than the public in all aspects, especially in terms of the social support they are getting from the organisation and their overall job satisfaction, both of which have significant differences.
- It is understood that there is no significant difference between the task fulfilment and social support satisfaction of male and female telecom employees. However, as far as overall job satisfaction ($p = 0.015$) is concerned, a significant difference is found. When the mean values of the overall job satisfaction are analysed, the male employees (3.69) are more satisfied than female employees (3.55) in the telecom sector. It is inferred from the above that there is a gender difference in the job satisfaction of telecom sector employees. Male employees are more satisfied than female employees.

So, it is important to boost employees' job satisfaction irrespective of gender. In the telecom sector, women's empowerment is necessary because their strength is less in numbers, and they are less satisfied when comparing male employees. The finding that male employees have higher overall job satisfaction than female employees contradicts the conclusions of Janssen's study (Janssen & Backes-Gellner, 2016).

- It is identified that there is no statistical difference in the satisfaction levels of married and unmarried employees, which indicates that employees' marital status has no bearing on their job satisfaction in the telecom sector. The literature indicates that unmarried employees tend to have higher job satisfaction compared to married employees, which stands in contrast to the findings of this study (Fiorillo & Nappo, 2014).
- The study confirmed no significant difference between the social support satisfaction of employees from rural and urban areas. However, task fulfilment satisfaction ($p = 0.026$) and overall job satisfaction ($p = 0.041$) indicate a significant difference. Employees from rural areas are more satisfied with task fulfilment ($M=3.64$) and have a higher overall job satisfaction ($M=3.69$) than employees from urban areas. So, it can be inferred that employees' residential areas should be considered while formulating policies.
- In the case of task fulfilment satisfaction ($p = 0.103$) of employees having fixed or flexible job timing is not significantly different, but in the case of social support satisfaction ($p = 0.000$) and overall job satisfaction ($p = 0.000$), there is a significant difference. Employees with flexible job timing are more satisfied with social support ($M=4.09$), and they have a higher level of overall job satisfaction ($M=3.87$) than employees with fixed ($M=3.67$ and $M=3.59$) job timing. It is understood from the results that employees with flexible job timing feel more satisfied than employees with fixed job timing. So, there is a considerable difference in satisfaction between them. Organisations may consider the job timing of employees while designing policies and practices regarding employees.

- The results show a significant difference in task fulfilment ($p = 0.49$), social support satisfaction ($p = 0.006$), and overall job satisfaction ($p = 0.000$) between bond-signed and non-bonded employees. Employees not having a bond with the company are more satisfied with task fulfilment ($M=3.64$) and social support ($M=3.85$), and they have a higher level of overall job satisfaction ($M=3.76$) than employees with a signed bond ($M=3.49$, $M=3.67$, and $M=3.53$, respectively) with the company. The results highlight that employees who have signed a bond with the company are not as satisfied as those who don't. Hence, the organisation should take into account the potential issues associated with bond signing.
- It is comprehended that as far as social support satisfaction ($p = 0.000$) and overall job satisfaction ($p = 0.029$) are concerned, there is a significant difference between employees with performance targets and those without. Employees not having performance targets are more satisfied with social support ($M=3.85$), and they have a higher level of overall job satisfaction ($M=3.76$) than employees having performance targets with the company.
- It is noted from the results that there is a significant difference in job satisfaction of telecom employees according to their age ($p=0.040$); it is found that there is a significant difference between the age groups of 'up to 30' and '41 to 50'. When the mean values are considered, the 'up to 30' ($M=3.57$), age group has a smaller mean value than the age group '41 to 50' ($M=3.76$), and it is summed up that employees in the lower age group have less job satisfaction than other aged employees.
- Regarding social support satisfaction ($p=0.007$), there is a significant difference between employees aged 'up to 30' and those aged 'between 41 and 50'. When mean values are taken into account, employees aged 'between 41-50' ($M=3.90$) feel more social support satisfaction than employees in the low age group 'up to 30' ($M= 3.62$).

- It is found that there is no significant difference in overall job satisfaction of telecom employees according to their work experience. It is also evidenced that there is no significant difference in task fulfilment and social support satisfaction of telecom employees among different levels of work experience.
- As far as the educational qualifications of employees are concerned, overall job satisfaction ($p=0.008$) of employees shows that there is a significant difference among different educational qualifications groups. When mean values are examined, employees with 'Diploma' ($M=3.83$) have higher overall satisfaction than those with 'HSE' ($M=3.59$).
- With regard to designations of employees, the task fulfilment satisfaction ($p=0.038$), social support satisfaction ($p=0.034$) and overall job satisfaction ($p=0.000$) of employees reveal a significant difference among different designation groups. 'Administrative officers' ($M=3.51$) are less satisfied with task fulfilment than the 'Managers' ($M=3.78$). Regarding social support, 'Administrative officers' ($M=3.71$) are less satisfied than 'Managers' ($M=3.97$). Furthermore, 'Administrative officers' ($M=3.58$) are less satisfied in the organisation than 'Managers' ($M=3.88$) and 'Assistant managers' ($M=3.66$).

Relationship between HR practices, Organisational Commitment and Job Satisfaction

The study examines the relationships among the main constructs. These constructs comprise AMO model practices, specifically ability-enhancing, motivation-enhancing, and opportunity-enhancing practices, along with job satisfaction and organisational commitment. In this model, job satisfaction mediates the relationship between HR practices and organisational commitment. This study examines the direct relationship between HR practices, organisational commitment and job satisfaction, facilitating an understanding of the interlinkage between the main constructs. The indirect relationship between HR practices and organisational commitment through job satisfaction is also examined.

- The results from the structural model analysis show that the path coefficients or beta values are adequate to conclude that the existing HRM practices in the telecom sector positively influence organisational commitment. The findings of the present study align with the conclusions found in the existing literature (Jawaad et al., 2019; Oh et al., 2017; Razzaq et al., 2017).
- The results indicate that there is a significant relationship among all three sets of HRM practices, i.e. ability enhancing practices ($\beta = 0.159$, $p = 0.001$, $t = 3.304$), motivation-enhancing practices ($\beta = 0.125$, $p = 0.009$, $t = 2.629$) and opportunity enhancing practices ($\beta = 0.117$, $p = 0.009$, $t = 2.606$) in relation to organisational commitment.
- Ability-enhancing practices have a relatively greater effect on organisational commitment ($\beta = 0.159$).
- The Coefficient of Determination (R^2) signifies that the independent variables, namely ability-enhancing practices, motivation-enhancing practices, opportunity-enhancing practices, and job satisfaction, account for 35% of the variance in organisational commitment ($R^2 = 0.350$).
- The path coefficients or beta values are adequate to conclude that the existing HRM practices in the telecom sector positively influence job satisfaction.
- The path analysis indicates the significant relationship among all three sets of HRM practices, i.e., ability-enhancing practices ($\beta = 0.112$, $p = 0.018$, $t = 2.368$), motivation-enhancing practices ($\beta = 0.328$, $p = 0.000$, $t = 6.972$) and opportunity enhancing practices ($\beta = 0.200$, $p = 0.000$, $t = 4.225$) in relation to job satisfaction.
- Among these three, motivation-enhancing practices offer a comparatively larger effect on job satisfaction ($\beta = 0.328$).
- Job satisfaction ($\beta = 0.418$, $p = 0.000$, $t = 8.935$) significantly positively affects organisational commitment.

- The independent variables, specifically ability-enhancing practices, motivation-enhancing activities, and opportunity-enhancing practices, explain 21.1% of the variance in job satisfaction ($R^2 = 0.211$).
- All three categories of HRM practices — ability-enhancing practices ($\beta = 0.047$, $p = 0.029$, $t = 2.186$), motivation-enhancing practices ($\beta = 0.137$, $p = 0.000$, $t = 5.221$), and opportunity-enhancing practices ($\beta = 0.084$, $p = 0.000$, $t = 3.835$) — have an indirect effect on organisational commitment. The prior investigation has established that 'ability, motivation and opportunity enhancing practices' directly influence employees' organisational commitment; therefore, 'job satisfaction' serves as a partial mediator.
- The analysis indicates that, in addition to directly affecting employees' organisational commitment, job satisfaction mediates the relationship between three categories of HRM practices and organisational commitment. In summary, all three categories of HRM practices, namely ability, motivation, and opportunity-enhancing practices, increase employees' job satisfaction and enhance their organisational commitment.
- The SRMR value as per the present research findings in the first stage is 0.045, which satisfies the quality standards, and the results demonstrate that the structural model developed during the first stage sufficiently fits the theoretical model.
- The SRMR value as per the present research findings in the second stage is 0.058, which satisfies the quality standards, and the results demonstrate that the structural model developed during the second stage sufficiently fits the theoretical model.
- Out of the fifteen direct relationships examined, nine are significant, while the remaining six are unsupported.
- Ability-enhancing practices positively affect the affective commitment, normative commitment and job satisfaction of telecom employees.

- Opportunity-enhancing practices positively affect affective commitment and job satisfaction of telecom employees.
- Motivation-enhancing practices only have a positive effect on the job satisfaction of telecom employees.
- All three sets of HRM Practices positively affect job satisfaction.
- Job satisfaction influences all three dimensions of organisational commitment, i.e., affective, normative and continuance commitment, confirms job satisfaction is an important predictor of organizational commitment (Sehunoe et al., 2015).
- The independent variables, namely ability-enhancing practices, opportunity-enhancing practices and job satisfaction, account for 12.8% of the variance in affective commitment ($R^2 = 0.128$).
- 16.1% variance in normative commitment ($R^2 = 0.161$) is explained by the predictors - ability enhancing practices and job satisfaction.
- Job satisfaction is the sole independent variable, which has a significant relationship with continuance commitment; it explains 11.6% variance in continuance commitment ($R^2 = 0.116$).
- All three sets of HRM practices predict a 21.1% variance in job satisfaction ($R^2 = 0.211$).
- Among the three types of HRM practices, motivation-enhancing practices have comparatively larger effect size ($f^2=0.128$) and predictive relevance ($Q=0.130$) on job satisfaction.
- Among the three types of HRM practices, ability-enhancing practices have comparatively larger effect size ($f^2=0.033$) and predictive relevance ($Q=0.056$) on affective commitment.

- Job satisfaction has a weak effect size and predictive relevance on normative commitment ($f^2=0.074$, $Q^2=0.121$) and continuance commitment ($f^2=0.078$, $Q^2=0.094$).
- Results indicate that all three dimensions of HRM practices — ability, motivation, and opportunity-enhancing practices — exhibit significant association with job satisfaction.
- Job satisfaction mediates the influence of the three components of HRM practices — ability, motivation, and opportunity enhancing — on the three dimensions of organisational commitment: affective, normative, and continuance commitment (dependent variables). The results show that job satisfaction partially mediates the relationship between ability and opportunity-enhancing practices with affective commitment, as well as ability-enhancing practices with normative commitment.
- Job satisfaction fully mediates the association between motivation-enhancing practices and affective commitment, as well as motivation and opportunity-enhancing practices with normative commitment and ability and motivation and opportunity-enhancing practices with continuance commitment.

The AMO model categorises the ten HR practices under examination. Ability-enhancing practices include training, learning, and performance appraisal; motivation-enhancing practices include salary, promotion, job security, and reward; and opportunity-enhancing practices include employee participation, teamwork, and information sharing. Hence, AMO practices contain three bundles of HR practices: ability, motivation, and opportunity-enhancing practices. The practices incorporated inside each bundle collectively contribute to the formation of it, and each distinct bundle influences the organisational commitment and job satisfaction of employees. Similarly, organisational commitment comprises three levels: affective, normative, and continuity commitment. The data indicates that factors such as ability, motivation, and opportunity for improvement, along with job satisfaction, have a significant impact on organisational commitment. It would be beneficial for HR managers to

understand the relationship between each unique HR practice out of ten and the affective, normative, and continuous commitment of employees. The results in this regard are as follows:

- There is a significant relationship between four HRM practices and affective commitment, i.e., Training ($\beta = 0.174$, $p = 0.001$, $t = 3.263$), Learning ($\beta = 0.122$, $p = 0.009$, $t = 2.626$), Job security ($\beta = 0.145$, $p = 0.01$, $t = 2.592$) and Information sharing ($\beta = 0.127$, $p = 0.004$, $t = 2.895$). Among these practices, Training has a relatively greater effect on affective commitment ($\beta = 0.174$). The findings of this study verified and corroborated the conclusions drawn from existing literature (Chew & Chan, 2008; Jawaad et al., 2019; Razzaq et al., 2017).
- There is a significant relationship between three HRM practices and normative commitment, i.e., Learning ($\beta = 0.112$, $p = 0.015$, $t = 2.442$), Performance appraisal ($\beta = 0.089$, $p = 0.047$, $t = 1.987$) and Reward ($\beta = 0.135$, $p = 0.01$, $t = 2.565$). Among these practices, Reward has a relatively greater effect on normative commitment ($\beta = 0.135$).
- There is a significant relationship between two HRM practices and continuance commitment, i.e., Salary ($\beta = 0.087$, $p = 0.046$, $t = 1.993$) and Promotion ($\beta = 0.168$, $p = 0.000$, $t = 3.526$). Among these HR practices, Promotion has a relatively greater effect on continuance commitment ($\beta = 0.168$).
- There is a significant relationship in six out of ten HRM practices studied with job satisfaction i.e. Learning ($\beta = 0.137$, $p = 0.003$, $t = 2.981$), Promotion ($\beta = 0.219$, $p = 0.000$, $t = 4.66$), Job Security ($\beta = 0.103$, $p = 0.046$, $t = 1.997$), Reward ($\beta = 0.137$, $p = 0.006$, $t = 2.743$), Employee Participation ($\beta = 0.107$, $p = 0.043$, $t = 2.024$) and information Sharing ($\beta = 0.144$, $p = 0.002$, $t = 3.058$). Among these practices, Promotion has a relatively greater effect on job satisfaction ($\beta = 0.219$).

Relationship between HR practices and Organisational Commitment Mediated by Job Satisfaction in Public and Private Companies.

The results regarding the difference among public and private sector telecom employees on the relationship between AMO practices, namely, ability-enhancing practices, motivation-enhancing practices and opportunity-enhancing practices with organisational commitment and job satisfaction, are studied. The result of the MICOM procedure indicated that there is a partial invariance for all the constructs except ability-enhancing practices, and the construct ability-enhancing practices met all the guidelines in this step and established full measurement invariance, and the model is qualified for multigroup analysis. The results in this regard are as follows:

- The analysis of the results revealed significant relationships between opportunity-enhancing practices and job satisfaction, as well as job satisfaction and organisational commitment, among public and private telecom employees.
- In the case of ability-enhancing practices on organisational commitment and ability-enhancing practices on job satisfaction, both were significant in the sample from the public sector and insignificant in the sample from the private sector.
- In the case of the relationship between motivation-enhancing practices and job satisfaction, it was found to be significant in the sample from the private sector, while it was insignificant in the sample from the public sector.
- The results of mediation analysis have been shown separately for public and private telecom employees. In the context of public sector employees, the analysis revealed that job satisfaction partially mediates the relationship between ability-enhancing practices and organisational commitment and fully mediates the relationship between opportunity-enhancing practices and organisational commitment.

- In the case of private sector employees, the analysis revealed that job satisfaction fully mediates the relationship between motivation-enhancing practices and organisational commitment, as well as opportunity-enhancing practices and organisational commitment.
- The significant variations were examined between public and private telecom sector employees regarding the effects of ability-enhancing practices, motivation-enhancing practices, and opportunity-enhancing practices on organisational commitment and job satisfaction. The variations in the effect of job satisfaction on organisational commitment among public and private employees were also examined.
- The results of the multi-group analysis reveal that the difference is significant while comparing the effect of ability-enhancing practices on organisational commitment (path difference=0.218, $p=0.036$) and motivation-enhancing practices on job satisfaction (path difference=-0.281, $p=0.016$) among public and private telecom employees. Meanwhile, the influence of motivation-enhancing practices on organisational commitment varied somewhat.
- The path coefficients revealed that the influence of ability-enhancing practices on organisational commitment was stronger in the public sector than in the private sector.
- The effect of motivation-enhancing practices on job satisfaction and organisational commitment is stronger in private-sector telecom employees.
- The results show that the differences are only significant in the indirect effect of motivation-enhancing practices on organisational commitment through job satisfaction (path difference = -0.118, $p = 0.048$). It is inferred that the public or private ownership of the company influences the indirect effect of motivation-enhancing practices on organisational commitment through job satisfaction, with private employees experiencing a greater effect than public employees. Additionally, job satisfaction fully mediates the relationship between motivation-enhancing practices and organisational commitment.

9.4 Conclusion

The present study aimed to get a clear picture of the effectiveness of human resource management practices prevailing in the telecom sector in Kerala and to understand the level of organisational commitment and level of job satisfaction. The study also focused on analysing the relationships between HR practices and organisational commitment mediated by job satisfaction, and the differences between the public and private telecom sectors in these relationships were also studied. Acknowledging the significant relationship between HRM practices, organisational commitment and job satisfaction, the results support the existing literature and confirm that HRM practices prevailing in the telecom sector in Kerala positively influence the organisational commitment of employees, and it has been demonstrated that job satisfaction plays a crucial mediating role between HRM practices and organisational commitment.

Major findings reveal that performance appraisal is the most effective HRM practice, followed by learning and promotion. Out of ten HRM practices studied, all were found to be effective except for 'salary'. Ability, motivation, and opportunity-enhancing practices significantly influence organisational commitment and job satisfaction of employees; among these three, ability-enhancing practices have comparatively more influence on organisational commitment, and motivation-enhancing practices have more influence on job satisfaction of employees. Assessment of the effects of HR practices on the three dimensions of organisational commitment reveals that ability and motivation-enhancing practices significantly influence affective commitment, with ability-enhancing practices exhibiting a comparatively greater influence. Moreover, ability-enhancing practices are the sole factor that significantly influences normative commitment. Notably, none of the HR practices evaluated significantly impact continuance commitment. While examining individual HRM practices, training exhibits a greater influence on affective commitment, whereas learning, job security, and information sharing also significantly influence affective commitment. Learning, performance appraisal, and reward significantly influence normative commitment, with reward having the most

influence. The continuance commitment of employees is influenced by salary and promotion, with promotion showing a greater influence on continuance commitment than salary. Ability-enhancing practices significantly influence organisational commitment and job satisfaction in the public sector, while motivation-enhancing practices exhibit notable effects in private-sector telecom. Implementing opportunity-enhancing strategies significantly impacts job satisfaction, regardless of whether the context is public or private. The relationship between ability-enhancing practices and organisational commitment in public and private sectors is considerable, with public telecom exhibiting a greater influence. The impact of motivation-enhancing practices on job satisfaction is stronger in the private sector and is statistically significant. The demographic and professional variables have been shown to considerably impact job satisfaction and organisational commitment.

The study implies that the HRM practice of salary needs special attention; companies have to follow modern approaches to attaining the expectations of employees regarding salary by adopting recent trends in payroll management. The practices that meet the criteria of 'effective' should be upgraded to 'very effective' by executing appropriate measures. In order to enhance organisational commitment, the organisation should emphasise ability-enhancing practices and motivation-enhancing practices that are focused on strengthening the job satisfaction of employees. Actions should be implemented to enhance the job satisfaction of telecom employees since job satisfaction mediates the relationship between HR practices and organisational commitment. While considering both sectors separately, the public sector should focus on implementing ability and opportunity-enhancing practices, whereas private sector companies have to emphasise motivation and opportunity-enhancing practices to strengthen job satisfaction and organisational commitment.

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CHAPTER 10

RECOMMENDATIONS

10.1 Recommendations Based on the Study.....	348
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This chapter discusses the recommendations based on the study and scope for further research in detail.

10.1 Recommendations based on the study

Based on the findings of the present study, the following recommendations are put forward with the aim of enhancing the effectiveness of HR practices and strengthening employees' organisational commitment and job satisfaction in the telecom sector in Kerala. These recommendations have been categorised into five heads, namely: **(I)** Recommendations to enhance the effectiveness of HR practices, **(II)** Recommendations to strengthen employees' organisational commitment, **(III)** Recommendations to strengthen employees' job satisfaction, **(IV)** Recommendations regarding the relationship between HR practices, Organisational Commitment and Job Satisfaction and **(V)** Recommendations regarding the relationship between HR practices and organisational commitment mediated by job satisfaction in public and private companies.

I. Recommendations to enhance the effectiveness of HR practices

- Among the ten practices, salary is the least effective HR practice in both public and private sector telecom companies. So, companies have to follow modern approaches to attain employees' expectations regarding salary by adopting recent trends in payroll management. Companies have to review their salary scales at regular intervals to ensure that the current salary scale is competitive and meets employee expectations. The salary structure implemented in the organisation should be transparent by timely communicating various terms and conditions regarding salary increments to the employees. Various telecom industry reports and surveys regarding salary should be considered when designing salary-related policies. Companies should implement salary bands

based on employees' experiences and skill levels. When deciding on policies relating to salary, the cost of living should also be considered.

- Practices including reward, job security, information sharing, teamwork and employee participation fall under the category of 'effective' HR practices in both public and private telecom sector companies. Hence, both the telecom sectors should take action to boost these practices to make them 'very effective'. While considering rewards, it should be equitable, and each and every employee should know the basis for determining such rewards. To make the employees more participative, companies should design innovative and unexpected rewards.
- In order to ensure that employees feel their current position in the organisation is secure, the company should develop job protection policies and communicate them to each employee. The company should provide regular updates regarding potential changes and ensure employees' acceptance of the changes in order to sustain their job position. Companies should encourage employees to discuss their concerns regarding job security with their superiors; leaders should listen to them and provide adequate support to them.
- Information should be shared between employees properly and timely by using different communication methods such as customised instant messaging applications and video conferences, which should have easy and immediate access by the employees. Companies should adopt collaboration tools such as project management software, shared documents, and cloud storage to facilitate easy and up-to-date transfer of information.
- The companies should organise team-building activities to enhance interconnections among employees in the work environment. Teamwork can be enhanced by supportive leadership and by ensuring the roles and responsibilities of each employee. Companies should establish organisational goals in line with the team's purpose.

- Employees should participate in strategic planning and discussions, and they should be empowered by delegating decision-making authority and autonomy to their work. It helps to boost their confidence and a sense of responsibility. It is very important to make them feel their voice is heard and valued.
- As far as the public sector is concerned, HR practices, training and promotions are shown as 'effective' practices. Hence, the public sector company has to take adequate actions to make them 'very effective'. So, customised training practices in line with the employees' requirements, mentorship programmes, adequate feedback systems, and collaboration with external experts can be implemented. To make employees' promotion programmes 'very effective', the company can implement various techniques such as performance metrics, personal development plans, recognition and incentive systems, career progression plans and leadership development programmes.

II. Recommendations to strengthen employees' organisational commitment

- Public telecom employees are less committed when compared with private, especially in normative and continuance commitment. So, the company should address it and focus on developing a sense of obligation among employees to remain with the organisation and also make sure that there are enough efforts made to develop a feel among employees they need to stay in the current organisation because of the cost associated with leaving is high.
- special attention is needed to develop a sense of obligation among employees to remain with the organisation through experiencing shared values, engaging employees in corporate social responsibility initiatives, acknowledging employees' contributions and celebrating them, increasing spending on employee development and their career development, enhance ethical practices. The organisation should align HR practices with the normative commitment of employees, carry out employee surveys at regular intervals, and identify areas of improvement.

- To develop a feel among employees, they need to stay in the current organisation because the cost associated with leaving is high. Organisations are required to build good working conditions, and the employee believes staying in the current organisation is more beneficial than quitting and joining anywhere else. The salary and various benefits given by the company must be competitive and, as per the organisational standard, give emphasis on financial benefits also, special bonuses to employees who completed a cutoff year, stronger employer brand and future prospects, and ensure long-term career growth and team collaboration.
- It is important to keep the employees with the organisation because they want to remain, not because they need to remain. So, affective commitment is an area where special attention is required. To strengthen employees' emotional attachment, there should be an inclusive culture and shared values, employee engagement practices such as acknowledging employees through public recognition and awards, and team collaboration. Employee development through upskilling opportunities and career development initiatives.
- The overall organisational commitment should be developed through a combined strategy; it requires a holistic approach that considers all three dimensions of organisational commitment.
- Female employees have less affective, normative and overall commitment than male employees. Female employees are fewer in numbers; it is essential to address this issue by implementing specific strategies that promote gender diversity and inclusion, such as a supportive work environment, protection against gender-based harassment, equality irrespective of gender, inclusive leadership, wellness, stress management programs and allyship training.
- The telecom company should consider employees' marital status; unmarried employees feel their perceived cost of leaving the organisation is less. So, management should implement specific strategies for unmarried employees that develop a sense of belonging, including social connections among

colleagues, inclusive culture, emotional support, and the creation of a purpose-driven workplace.

- The organisation should try to understand the urban employee mindset and their difference in social and cultural aspects and develop their feeling of moral and ethical duty to remain with the organisation accordingly. Promotion of employee engagement, team building activities, flexible work arrangements, wellness programs and cost of living adjustments should also be considered.
- Telecom companies should improve continuance commitment among employees who have fixed job timing by identifying employee needs and the aspects of fixed-job timing they dislike, providing them flexibility within their fixed-job timing, and offering them hybrid work arrangements.
- It is essential to improve normative commitment among employees with signed bonds before signing contractual agreements, communicate the purpose and highlight mutual benefits. It is important to ensure the employee enters into a bond agreement voluntarily, and there should be negotiable terms regarding duration and conditions that benefit both the employee and the company.
- In order to enhance the affective and continuance commitment of employees, telecom sector companies should address the pressure due to the performance target that causes stress, disengagement and employee turnover. They must ensure that the target given is realistic and achievable. Flexible targets based on circumstances should be considered, targets should be aligned with organisational and emotional values, timely feedback should be provided, and a growth mindset should be promoted.
- The organisational commitment of employees from lower age groups should be improved; their three levels and overall commitment are less than those of other groups because of their low level of working experience, lack of awareness of future prospects of the job, and their mentality of exploration.

To strengthen their commitment level, the organisation should provide clear and transparent ways of career progression, identify and address their unique needs, offer mentorship programs, make them aware of the purpose, mission and values of the organisation, create opportunities for creativity and innovation, enhance employee engagement and ensure work-life balance.

- The organisation should design specific strategies to boost the continuance and overall commitment of employees with fewer years of work experience. They feel the perceived cost of leaving is less because of the difference in career stage they are going through and fewer financial and emotional investments. To make them feel committed, the organisation should enhance career development opportunities, ensure job security, provide compensation with incentives, and develop a sense of belonging and inclusion.
- The company should address the disparity of commitment across all educational groups. Improve the affective, normative commitment of lower educational qualification group 'HSE' by creating a work environment where all employees are treated equally, making them aware of how their work contributes to the organisational mission and success, acknowledging their contributions, and conducting team building activities, create a strong relationship with their colleagues. The normative commitment can be strengthened by leading them ethically with fairness and integrity and involving the employees in decision-making.
- To strengthen the commitment levels of administrative officers, the organisation should implement specially designed policies that enhance career growth, public acknowledgement, celebration of personal and professional milestones and develop an inclusive culture.

III. Recommendations to strengthen employees' job satisfaction

- Public telecom employees experience lower satisfaction than their private counterparts. The authorities should address this by providing more clarity of roles and responsibilities for each employee, training them and giving access

to technologies like 5G, IoT and AI, empowering them by giving complete control over the task they are performing, implementing task rotation and ensure employee engagement are helps to improve task fulfilment satisfaction. To boost social support satisfaction, the company must encourage teamwork and team-building activities, ensure employee participation and inclusion across the organisation, develop an environment that offers open and free communication, conduct social events and celebrations together, and offer mental and emotional support.

- Companies should implement strategies to address the gender gap in overall job satisfaction; an equitable and inclusive workplace ensures the job satisfaction of female employees, promotes gender diversity, and addresses specific challenges that female employees face.
- It is important to identify the unique challenges faced by employees residing in urban areas, such as the high cost of living, long-distance travel to the workplace, and diversified work environment. By applying specially designed strategies, including developing a sense of community, providing special allowances, rent-free accommodation, providing flexible work timings and urban lifestyle perquisites.
- Employees who have contractual agreements to stay for a certain period are experiencing less satisfaction in all aspects; it is because of their feeling trapped; there is no meaning for their work or lack of support from the organisation. Providing clarity and transparency, explaining the rationale behind the signing of the bond, creating a positive bond experience, and providing meaningful work help to improve their satisfaction.
- The organisation should check whether the targets given to employees are unrealistic, providing adequate support to achieve them. It is important to encourage them and ensure teamwork to attain realistic and achievable targets, make them available for resources, and offer them the required training and support; supporting them mentally and emotionally is also important.

- The younger employees need special attention because of a lack of experience, fewer relationships with colleagues and a lack of awareness of career growth. So, age-specific strategies should be adopted to ensure a supportive work environment by providing mentors and encouraging them to become a part of a team.
- The employees with 'HSE' as their qualification are less satisfied than 'diploma' holders; the company should ensure equal treatment of workers irrespective of their educational qualifications; everyone in the organisation should get training on recent technical advancement, leadership skills, and career development.
- The organisation ensure job satisfaction across the different designated employees, and special attention should given to administrative officers. They should be aware of the purpose and meaning of their work, and they should be offered continuous learning opportunities and advancement in their careers.

IV. Recommendations regarding the relationship between HR practices, organisational commitment and job satisfaction

The Structural Equation Modelling results show certain significant relationships between these three constructs, and based on that, the following recommendations are made.

- In order to enhance organisational commitment, the organisation should emphasise on ability enhancing practices by providing comprehensive training, empowering them with timely appraisal and feedback, and creating a learning culture in the organisation. Motivation and opportunity-enhancing practices also influence employees' organisational commitment. So, in order to strengthen their commitment, they should be recognised and offered incentives and rewards for their accomplishments. Developing a culture of inclusion, timely information sharing, and the opportunity to be a part of a team also helps boost organisational commitment.

- Telecom companies should focus their attention on motivation-enhancing practices in order to strengthen the job satisfaction of employees. Organisations should recognise and reward the contributions made by employees, provide compensation based on competency, promote employees into their expected ideal positions, and make them feel secure. Ability and opportunity-enhancing practices also help to build satisfied employees in the organisation.
- Organizations should invest in making employees satisfied and provide them with a happy working environment that results in the development of a committed workforce.
- Policymakers should invest in ability-enhancing practices in order to enhance affective commitment, normative commitment and job satisfaction of employees. Strengthening opportunity-enhancing practices results in the development of affective commitment and job satisfaction among employees.
- The organisation can enhance job satisfaction by strengthening ability, motivation and opportunity-enhancing practices according to the expectations of the telecom employees.
- Organisations should prioritize training programs and customise them according to the employee needs in order to enhance affective commitment, promote learning opportunities, give emphasis on the policies that ensure job security and provide information at the right time. It also influences the employee's emotional attachment towards the organisation.
- Providing rewards is highly influencing the normative commitment of employees. So, the organisation should ensure performance-based incentives, benefits and perquisites, team-based rewards, innovation rewards and non-monetary rewards are also taken into consideration. Providing continuous learning opportunities in order to cope with changes and timely and well-structured performance appraisal also strengthens employee's normative commitment.

- Promotion is the HR practice that has a greater effect on the continuance commitment of employees. The company should make the employees aware of the promotion process prevailing in the organisation, and it should be transparent and fair. Apart from promotion, salary also influences the continuance commitment of employees, the company should provide competitive compensation packages based on performance, and they also ensure the salary in the organisation is transparent.
- Having a clear and well-structured promotion strategy is the key to employees' job satisfaction in the telecom sector. Providing learning opportunities, job security, rewards, employee participation, and information sharing also boosts the job satisfaction of employees in the telecom sector in Kerala.

V. Recommendations regarding the relationship between HR practices and organisational commitment mediated by job satisfaction in public and private companies.

Multigroup Analysis shows the relationship between HR practices and organisational commitment mediated by job satisfaction in public and private companies. On the basis of those results, the following recommendations are made.

- In the case of public telecom company, ability-enhancing practices influence both organisational commitment and job satisfaction of employees. Therefore, the public telecom companies should focus on implementing these practices.
- Motivation-enhancing practices have a substantial impact on organisational commitment and job satisfaction of private telecom employees. So, private telecom companies should focus more on implementing practices that boost employee motivation.
- Irrespective of public or private telecom companies, opportunity-enhancing practices positively affect organisational commitment and job satisfaction of telecom sector employees in Kerala. So, HR practices that enhance

opportunities are should be given enough attention across the telecom industry.

- The multi-group analysis reveals that the influence of ability-enhancing practices on organisational commitment was stronger in the public sector when compared with the private sector. So, the public company should give special attention to providing training designed according to employees' needs, learning and development opportunities and transparent and well-structured performance appraisal.
- The effect of motivation-enhancing practices on job satisfaction and organisational commitment is stronger in private-sector telecom employees. Therefore, private telecom companies ensure competent compensation, promotion into ideal positions, and the feeling of job security and innovative rewards that meet industrial standards.

9.2 Scope for further research

1. Innovative HR practices and their impact on organisational commitment in startups.
2. Impact of HR practices on employee retention in the telecom sector.
3. Role of HR practices in shaping organisational culture in the telecom sector.
4. Influence of adopting digital technologies and automation in the telecom sector on organisational commitment.
5. Strategic HR planning and its influence on organisational success.
6. HR practices and organisational commitment in healthcare organisations.

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APPENDIX

QUESTIONNAIRE

Respected sir/madam,

I am Muhammed K P, a research scholar pursuing a Ph.D from the PG and Research Department of Commerce, MES Mampad College, Mampad. This questionnaire forms the basis for my PhD thesis on the topic **“Human Resource Management Practices and It’s Influence on Organizational Commitment in Telecom Sector in Kerala.”** I request you to kindly share some information about various aspects of your Job. I assure that all the participant’s personal information will be anonymous, and will be used only for academic purposes. I highly appreciate your time and thank you for contributing.

Section I: Demographic and Professional Profile

Please read the following and put a tick mark in the appropriate column (*tick only one option*).

1. Name of the organisation you are working:

a) BSNL

b) Jio

2. Age of Respondent

3. Gender

a) Male

b) Female

c) Others

4. Educational Qualifications

a) HSE

b) UG

c) P G

d) Diploma

e) others specify.....

5. Marital Status:

a) Single

b) Married

c) Divorced

d) widow

6. Area of Living:

a) Urban

b) Rural

The organisation periodically conducts performance appraisals.	SD	D	N	A	SA
The performance appraisal process of the organisation is fair and objective.	SD	D	N	A	SA
Every employee is provided with performance feedback and counselling for performance improvement.	SD	D	N	A	SA
Employees are well informed about the organisation's performance appraisal process.	SD	D	N	A	SA
Motivation Enhancing Practices					
Competency-based compensation practices are used in the organisation.	SD	D	N	A	SA
Salary and other benefits are commensurate with the employee's skills, knowledge, etc.	SD	D	N	A	SA
Salary and other benefits are at par with other organisations in the market.	SD	D	N	A	SA
In this organisation, the possibility of my current salary being increased is very large.	SD	D	N	A	SA
Promotion in this organisation is based on seniority and merit.	SD	D	N	A	SA
My position in the organisation is ideal.	SD	D	N	A	SA
My promotion speed in the present organisation is fast.	SD	D	N	A	SA
The probability of being promoted in my present organisation is high.	SD	D	N	A	SA
Employees in this job can be expected to stay with this organisation for as long as they wish.	SD	D	N	A	SA
Job security is almost guaranteed to employees in this job.	SD	D	N	A	SA
More secure than most of the job.	SD	D	N	A	SA
The organisation gives incentives in the form of awards, bonuses, perquisites, etc.	SD	D	N	A	SA
Receive bonuses based on the profit of the organisation.	SD	D	N	A	SA
The organisation matches my pay to my individual or group performance	SD	D	N	A	SA

Opportunity Enhancing Practices					
Employees in this job are often asked by their supervisor to participate in decisions.	SD	D	N	A	SA
Individuals in this job are allowed to make decisions.	SD	D	N	A	SA
Employees are provided the opportunity to suggest improvements in the way things are done.	SD	D	N	A	SA
Supervisors keep open communications with employees in this job.	SD	D	N	A	SA
There is a team effort in my organisation.	SD	D	N	A	SA
I feel I am a part of a team in my organisation.	SD	D	N	A	SA
I prefer to work in a team rather than alone.	SD	D	N	A	SA
There is adequate information sharing in my organisation.	SD	D	N	A	SA
I am properly updated about the changes in my organisation.	SD	D	N	A	SA
I am well-informed about the rules and procedures of my organisation.	SD	D	N	A	SA

Section III: Job Satisfaction of Employees

14. Mark (✓) your level of satisfaction on the following statements related to your job.

(**HD** – Highly Dissatisfied; **D** – Dissatisfied; **N** – Neutral; **S** – Satisfied;
HS – Highly Satisfied)

STATEMENTS	HD	D	N	S	HS
I feel greater meaning and satisfaction in my work	HD	D	N	S	HS
I enjoy the tasks and activities at work.	HD	D	N	S	HS
I feel much pride in my job and working conditions.	HD	D	N	S	HS
My job feels like a hobby to me.	HD	D	N	S	HS
The chance to help each other while at work.	HD	D	N	S	HS
I strive to put in extra effort to ensure success and support my colleagues in their roles.	HD	D	N	S	HS
There is a more supportive and cooperative environment.	HD	D	N	S	HS
I enjoy my co-workers.	HD	D	N	S	HS

Section IV: Organisational Commitment of Employees

15. Mark (✓) your level of agreement on the following statements.

(SD - Strongly Disagree; D – Disagree; N – Neutral; A – Agree;
SA - Strongly Agree)

Affective Commitment					
I would be very happy to spend the rest of my career with this organisation.	SD	D	N	A	SA
I really feel as if this organisation's problems are my own.	SD	D	N	A	SA
I feel like a "part of the family" at my organisation.	SD	D	N	A	SA
I feel a strong sense of belonging to my organisation.	SD	D	N	A	SA
Normative Commitment					
I feel an obligation to remain with my current employer.	SD	D	N	A	SA
It's not right to leave now, even if it's beneficial for me.	SD	D	N	A	SA
This organisation deserves my loyalty.	SD	D	N	A	SA
I would not leave my organisation right now because I have a sense of obligation to the people.	SD	D	N	A	SA
Continuance Commitment					
Too much in my life would be disrupted if I decided to leave my organisation now.	SD	D	N	A	SA
Right now, staying with my organisation is a matter of necessity as much as desire.	SD	D	N	A	SA
A few alternatives would be available if I left this organisation.	SD	D	N	A	SA
I stay with this organisation because leaving would be a personal sacrifice, and I would lose benefits.	SD	D	N	A	SA

Thank You...