

A Study on the Motivational Level of Employees Working in the Telecommunication Industry: A Comparative Study with Specific Reference to Public and Private Sector Organizations

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Abstract

The growth of telecommunication sector has been increasing worldwide over the past few years. India also is not an exemption to this phenomenon with increased growth rate, employment generation and profitability. As a result, management of business also became more complex and challenging. Employees of these organizations play a pivotal role in sustaining this growth rate. The importance and necessity of employees has been emphasized by many researchers working in the field of management. This research is investigative in nature and evaluates the motivational level of employees of public and private sector organizations in the telecommunication industry. The motivational level is measured based on the perception of the sample population which is collected through questionnaire survey. The revised version of the Job Diagnostic Survey questionnaire is used for data collection for this research study. This paper also evaluates whether there are any changes in the motivational level of employees based on their gender, age, marital status, number of children and total work experience.

Keywords: H-Plane T-Junction, Hybrid and Self-Reaction, Longitudinal or Inclined Slot, Open Slot Radiators, Rectangular Waveguides, VSWR

1. Introduction

Telecommunication industry in India has undergone a vast change since its inception. The telecommunications sector is one of the fastest growing and a top five employment opportunity generator in India¹⁵. The mobile and broadband services sector in India also has witnessed a commendable growth, year on year. India is currently the world's second-largest telecommunication market with 898 million subscribers and has registered exceptional growth in the past few years¹⁵. When industry growth rate becomes rapid the significance and contribution of employees also becomes prominent. One important aspect reflecting the contribution of employees towards

the workplace is their motivation. As Motivation being one of the basic factors in the employee working process, measuring the level of motivation of employees becomes an important area of study. Since public and private sector showcases different work culture, the difference in the motivation level among public and private sector telecommunication organizations also requires special attention.

2. Literature Review

Telecommunications is a facilitator of socio-economic advancement and is a critical utility for economic development, much like water and energy¹⁸. Global

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telecommunications spending as a share of global GDP has risen from 2.5 percent in 1990 to 2.8 percent in 2013 and in an aggregate, global carrier revenue will grow from \$2.1 trillion to \$2.4 trillion from 2014 through 2019, after taking into consideration of economic, demographic and technological factors¹⁸. According to the market analysis report wireless subscriber growth, particularly in Asia and other emerging markets, will raise wireless revenues 64% from current levels²⁷. The number of telephone subscribers in India increased from 915.19 million at the end of Dec, 2013 to 933.01 million at the end of Mar, 2014, registering a growth of 1.95% over the previous quarter. The overall tele-density in India also increased from 74.02 as on 31st December, 2013 to 75.23 as on 31st March, 2014³³.

With the liberalization in the telecom sector, introduction of digital technologies, corporatization and privatization of the telecom sector, human resource management assumes a critical role and employee satisfaction will become a key to productivity³⁵. The human resource management practices has been changing rapidly in telecommunication sector all over the world. Results of those practices compel managers to have sufficient reasons to be aware of the employee behavior and methods which can enlarge their performance¹. If the employees are satisfied, the service quality will improve and so will the employee satisfaction. Healthy work environment and relations motivate the employees to do good, consequently increasing the level of performance³⁰. The telecom industry considers that a hefty, skillful and enthusiastic employee is the key factor to success. The continual expansion of their people is an essential factor in driving their growth ambitions. They place a strong importance on how they are investing on their people and in people development, building a strong performance culture and driving the right levels of motivation across the organization.

Observations say telecom multinationals are trying to diversify into the market with high growth rate. With this tremendous growth in subscriber base, the organizations face challenges in enlightening their human resources. The major challenges in the telecom industry are related to skill up-gradation, re-training, re-tooling, and re-deployment. Quality of work life is required for motivated employees which in turn results in greater customer satisfaction and career growth opportunities³⁵. A lot of studies have provided the pathway or the map of reaching into a foreign potential market²⁸. Among all

studied dimensions of perceptions, perceived fairness is a matter of critical impertinence which is assumed to be neglected dimension in telecom companies and this should be focused in order to get employees motivated to perform better²³.

The chief human resources officer of Etisalat group, Abdul Aziz Ahmed Saleh Al Sawaleh said that employee's motivation and satisfaction is their success¹⁰. Airtel always promotes motivation by rewarding the talent through a total rewards approach, performance bonuses, guaranteed cash, stock option, job grooming, involvement in key projects, monitoring programs and exposure across various businesses. They aim at tremendous growth in career opportunities and offers guaranteed job satisfaction under the name they coined as "total employee proposition"⁹. The sixth annual global people survey carried out by Vodafone measures employees level of engagement, a combination of pride, loyalty and motivation and 90% of those surveyed responded and found out that they have maintained a high score in employee engagement for the third year running³⁶. The Walt Disney's previous CEO Michael Eisner said that the most daunting aspect of running a large company is dealing on a day-to-day basis with the human equation-that is, making sure our cast members are committed and motivated²². Employee Motivation is the force without which an organization cannot work effectively. Stephen P. Robbins²⁹ defines motivation as the process that account for an individual's intensity, direction and persistence of effort towards attaining a goal. Work motivation can be understood as the ability to exert high level of effort by employees for the realization of some organizational goals, which in turn satisfy the personal needs of employees. In work motivation, the behavior is directed towards some organizational goal, which is expected to accomplish employees personal goals³.

Motivation is always viewed as having two perspectives. According to Podmoroff²⁵ motivation is the inner force that drives individuals to achieve personal and professional goals and employee motivation also has two different perspectives called internal and external. Internal motivators are aspects of work that generally compel a person to decide to seek a particular type of employment in a particular industry and external motivators are aspects of work that generally compel a person to seek or maintain employment with a particular company. It is quite difficult to understand what motivates each employee and implement a common rule because what

motivates each person is different. Some employees crave for power, others want money, some employees desire constant praise, and others want to be left alone making it crucial for managers to figure out what motivates each employee²⁰.

Motivation is one of the basic factors in employee working process. So a manager has to encourage employees and try to enhance motivational techniques to motivate them towards tasks². Motivation develops enthusiasm among employees and creates job satisfaction, and removes frustration and fears on work which reflects better productivity with involvement. Motivation is a tonic to the employees for making better career planning and growth which strengthen employee retention and lead to develop organisation health and make business excellence¹².

In order to attain and maintain a competitive edge, forward-looking organizations are focusing on the motivation of the people¹¹. To ensure that human resources are able to apply technologies effectively in their jobs and deal with technological changes, companies ought to have competitive HR development strategies³¹. The awareness about motivation gained importance with the work of McDougall & Freud during the nineteenth century. In view of several existing motivational theories, a valuable understanding of the details associated with the employees can be framed. Early theories of motivation were developed from 1950s. Abraham H. Maslow (1954), Frederick Herzberg¹⁴, Douglas McGregor (1960), David McClelland (1961), Victor Vroom (1964) formulated theories each focusing on a different aspect of motivation.

It is essential for every organization to boost their employee morale whose aim is to reach new heights⁷. The productivity of employees and overall productivity of organisation is affected by levels of stress and motivation⁴. Organizations invest on enhancing employee motivation for achieving the desired performance. The factors that made people happy with their jobs turned out to be different from the factors that made people unhappy with their jobs¹⁴. Research indicates that highly significant performance increases are possible when motivational strategies are implemented³⁷. How employees feel about their job has an impact on their work experience, but also on tangible business outcomes such as customer satisfaction, sales, and profit⁵.

Motivation of employees is directly related to their performance in job, which in turn affect customer satisfaction. Looking at the performance, we can understand

the motivation levels of employees. Staff performance is a function of ability and motivation²¹. Motivated employees are significantly more productive than discouraged employee. When employees know the goals of the organization and how they fit into the big picture, they are typically motivated to help drive those goals forward⁸. At a time of fierce competition to recruit and retain top quality employees, work motivation has gained the status of a strategic tool by providing companies a competitive advantage not available anywhere else³⁷.

There is a significant relationship between the level of motivation and promotional opportunities, performance appraisal activities and participation in decision making²⁶. There should be no doubt, in a mind of a manager, that mustering organizational resources to address motivation comprehensively must become a strategic priority of any organisation³⁷. In order to find and retain the right people for the job, businesses in India need to redesign their reward and recognition packages according to the need and local culture. There is no complete attrition management solution for every company. Every organization has to build its own motivation systems based on compatibility between organizational and individual goals²⁴. It is recommended that organizations should work towards creating its good employer brand image in order to motivate the employees. It is recommended that the organizations, in order to increase the motivation level of employees at organisational level, should focus on improving the work culture by providing creating more interesting work, giving feedback or giving rewards for job well done, providing job security in a more better way, and employees a better workplace to work¹⁹.

The role of induction and motivation in organization and its effect on employees is vital for the growth of the organization. Follow up program to the employees about policies and strategies will help to know the various changes in the organization and it again motivates the employees to recreate themselves. Motivated employees make their colleagues also get motivated and they show dedication towards their work and to the organization, most of the employees feel that the motivation within them act as a major role for their employment³². Organizations can identify the root causes of job issues and create solutions for improvements with an accurate perspective of employee views, discover what motivates people, what drives loyalty, and what genuinely makes and keeps your employees happy. Satisfaction levels increase when an employee knows that their issues are

being addressed. There is a direct link between employee, job satisfaction and financial results. The more satisfied your employees are the more motivated and committed they will be towards the organization's success¹³.

3. Research Methodology

The motivational levels of employees working in telecommunication sector in India is measured based on the views and opinions of the employees working in various telecommunication organizations across India. The data was collected from the sample population through questionnaire survey.

The following hypotheses were developed to evaluate the motivational levels of telecom employees. Dependent variable is motivation level of the employees working in the telecommunication sector of India. Independent variables are type of organization, gender, marital status, age and number of children of employee and experience.

- H1: There is significant difference in the motivational level of employees working in public and private telecom sector.
- H2: There is significant relationship between Gender and motivational level of employees working in public telecom sector.
- H3: There is significant relationship between Gender and motivational level of employees working in private telecom sector.
- H4: There is significant relationship between age and motivational level of employees working in public telecom sector.
- H5: There is significant relationship between age and motivational level of employees working in private telecom sector.
- H6: There is significant relationship between marital status and motivational level of employees working in public telecom sector.
- H7: There is significant relationship between marital status and motivational level of employees working in private telecom sector.
- H8: There is significant relationship between number of children and motivational level of employees working in public telecom sector.
- H9: There is significant relationship between number of children and motivational level of employees working in private telecom sector.

H10: There is significant relationship between experience and motivational level of employees working in public telecom sector.

H11: There is significant relationship between experience and motivational level of employees working in private telecom sector.

3.1 Sample

One hundred and fifty questionnaires were distributed to employees working in both public and private sector telecommunication organizations in India. Out of that, 120 questionnaires were considered for further study with a response rate of 80 percent avoiding those not returned and those with missing data. Stratified random sampling was adopted for the study where sector and gender were considered as strata's.

3.2 Measures

Job diagnostic survey developed by Hackman and Oldham (1975) is a well-documented survey instrument used to evaluate work engagement within the framework of job characteristics theory. The instrument measures the perceptions of employees about job characteristics. The revised job diagnostic survey was developed ten years later in response to factor purity problems¹⁷. The revised job diagnostic survey is recently confirmed to have reliability and factor validity from the studies conducted in South Africa⁶. The revised version of the Job Diagnostic Survey was selected for incorporation into this research study. A seven point Likert type response scale was used for 21 factors that measure the degree to which the employees are motivated. Each item was answered by using a 1-7 rating scale numbered from 1 (Strongly disagree) to 7 (Strongly agree). The questionnaire measures motivation using seven job characteristics: autonomy, feedback from job itself, skill variety, task identity, task significance, dealing with others and feedback from agents (co-workers and supervisors).

3.3 Sample Profile

60 responses are from the public sector and sixty from the private sector. Out of the total respondents 50 percent is male and 50 percent, female. 33.3 percent of the respondents are in the age group of 21-30, 40% in the age group of 31-40, 22.5 percent in the age group of 41-50 and 4.2 in the age group of 51-60. Married employees constituted 78 percent

Table 1. Demographics

		Frequency	Percent	Valid Percent	Cumulative Percent
Type of organization	Private	60	50	50	50
	Public	60	50	50	100
Gender	Male	60	50	50	50
	Female	60	50	50	100
Age	21-30	40	33.3	33.3	33.3
	31-40	48	40.0	40.0	73.3
	41-50	27	22.5	22.5	95.8
	51-60	5	4.2	4.2	100.0
Marital Status	Married	78	65	65	65
	Unmarried	42	35	35	100
Number of Children	0	36	30	30	30
	1	52	43.3	43.3	73.3
	2	29	24.2	24.2	97.5
	3	3	2.5	2.2	100
Experience	1-5	41	34.2	34.2	34.2
	6-10	53	44.2	44.2	78.3
	11-15	26	21.7	21.7	100.0

and unmarried employees form 42 percent. 30 percent of the respondents have no children, 43.3 percent have one child, 24.2 percent have two children and 2.5 percent have three children. Regarding experience, 34.2 percent have 1-5 years of experience, 44.2 have 6-10 years of experience and 21.7 percent have more than 10 years of experience. The demographic variables are tabulated in Table 1.

4. Results and Discussions

After conducting analysis of the data, it is found that there is no significant difference in the motivational levels of people working in private and public telecom organizations. The mean value of employees working with public sector telecom organization comes to 3.2721 and that of private sector organizations to 3.2841 with a minor difference of .012. With the t value score of -.189 and significance value of .851 ($P > .05$) the hypothesis, H1 stated, there is significant difference in the motivational level of employees working in public and private telecom sector,

is rejected. Even when male and female employees were taken separately, there is no significant relationship with respect to motivation with a t value of -1.535 ($P > .05$) and a t value of 1.557 ($P > .05$) respectively (Table 2).

Further to the above mentioned finding, gender was taken as a variable to find out the influence with motivation of employees working with public and private telecom sector (Table 3). The t score value of .428 ($P > .05$) with mean score difference of .0317 states that there is no difference in the motivational levels of male and female employees in public sector telecom organizations. Therefore, the hypothesis, H2, there is significant relationship between gender and motivational level of employees working in public telecom sector is rejected. Regarding gender and private sector organizations a t score of 3.061 with a significant value of .003 ($P < .05$), indicates that there is significant influence of gender on motivation. The Hypothesis (H3) set, there is significant relationship between gender and motivational level of employees working in private telecom sector is accepted. Male employees

Table 2. Motivation level and employees working in public and private telecom sector

Type of Organization	Motivation				Motivation of Male employees				Motivation of Female employees			
	Mean	Std deviation	t value	Sig	Mean	Std deviation	t value	Sig	Mean	Std deviation	t value	Sig
Public	3.2721	0.40519	-.189	.851	3.3000	.32349	-1.535	.130	3.2683	.24648	1.557	.125
Private	3.2841	0.28558			3.4219	.29063			3.1222	.45066		

Table 3. Gender and Motivation level of employees working in public and private telecom sector

werwer	Motivation of employees of Public Telecom sector				Motivation of employees of Private Telecom sector			
	Mean	Std deviation	t value	Sig	Mean	Std deviation	t value	Sig
Male employees	3.3000	.32349	.428	.671	3.4219	.29063	3.061	.003
Female employees	3.2683	.24648			3.1222	.45066		

got a mean score of 3.4219 and female employees a mean score of 3.1222 with a mean difference of .29.

Age of employees working in public and private telecom sector were taken and analyzed to understand the influence exerted by the former on the later. According the analysis done, it is evident that age of employees significantly influences motivation level of employees working in both public telecom sector and private telecom sector. The r value of -.304 (P<.05) in the case of public telecom sector and r value of -.256 (P<.05) in the case of private telecom sector clearly indicates the above said inference. Analysis with respect to both sectors gives a negative value indicating a lowering of motivation level along with increase in age, especially in public sector telecom companies. Thus the hypothesis set with respect to age (H4 and H5), there is significant relationship between age and motivational level of employees working in public telecom sector (H4) and there is significant relationship between age and motivational level of employees working in private telecom sector (H5) is accepted.

Further to the analysis, gender was also considered as a control variable to understand the influence exerted

on the relationship between age and motivation. The r value of -.284 (P>.05) for male employees working in public telecom sector and r value of -.311 (P>.05) for male employees working in private telecom sector, r value of -.332 (P>.05) for female employees working in public telecom sector and r value of -.326 (P>.05) for female employees working in private telecom sector indicates a negative relationship even though the variables are not statistical significant (Table 4).

The difference in the motivation level of married and unmarried employees working in public telecom companies gives a t value of 1.255 with a significant score of .215 (P>.05) thereby rejecting the hypothesis set (H6), there is significant relationship between marital status and motivational level of employees working in public telecom sector. With respect to private telecom sector motivation level of married and unmarried employees also has got no significant difference with a t value of -.507 and a significant value of .614 (P>.05). Therefore, the hypothesis, H7, there is significant relationship between marital statuses and motivational level of employees working in private telecom sector is rejected (Table 5).

Table 4. Age and Motivation level of employees working in public and private telecom sector

	Motivation of employees of Public Telecom sector		Motivation of employees of Private Telecom sector	
	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2-tailed)
Age of Employees	-.304	.018	-.256	.048
Age of Male Employees	-.284	.128	-.311	.094
Age of Female Employees	-.332	.073	-.326	.079

Table 5. Marital status and Motivation level of employees working in public and private telecom sector.

Type of Organization	Motivation of employees of Public Telecom sector				Motivation of employees of Private Telecom sector			
	Mean	Std deviation	t value	Sig	Mean	Std deviation	t value	Sig
Married employees	3.3302	.30271	1.255	.215	3.2587	.43228	-.507	.614
Unmarried employees	3.2381	.26439			3.3254	.27976		

Table 6. Number of children and Motivation level of employees working in public and private telecom sector

Number of Children	Motivation of employees of Public Telecom sector				Motivation of employees of Private Telecom sector			
	Mean	Std deviation	F value	Sig	Mean	Std deviation	F value	Sig
0	3.4127	.22550	5.520	.002	3.2694	.35894	8.855	.000
1	3.2024	.26863			3.0952	.39593		
2	3.2437	.27452			3.6310	.27327		
3	3.7619	.00000			-	-		

There is significant difference in the motivational level of employees as the number of children varies (Table. 6). In public sector organizations, employees with no children exhibited the highest motivation level (F = 5.520, Sig = .002, (P>.05)) and among private sector employees, motivation level increased along with increase in number of children (F = 8.855, Sig = .000, (P>.05)). Hence hypothesis H8, there is significant relationship between number of children and motivational level of employees working in public telecom sector and hypothesis H9, there is significant relationship between number of children and motivational level of employees working in private telecom sector are accepted.

The correlation analysis done to find out the relationship between experience and motivation indicates a moderate negative relationship (r = -.332, P<.05) among employees working in public telecom sector and no relationship (r = -.092, P>.05) among employees working in private telecom sector. Considering the result, the hypothesis set (H10), there is significant relationship between experience and motivational level of employees working in public telecom sector is accepted and hypothesis set (H11), there is significant relationship between experience and motivational level of employees working in private telecom sector is rejected. Further analysis was done taking gender into consideration where there was

no significant relationship between male employees and motivation for both public and private telecom sector (r = -.164, P>.05 and r = -.155, P>.05 respectively). Regarding female employees, there is a moderate correlation with motivation with an r value of -.396 (P<.05) for public telecom sector and r value of .386 (P<.05) for private telecom sector (Table 7).

5. Conclusion

Telecommunication sector being one of the fast growing sector in the world, India also have been instrumental with good customer base and high market potential. India is currently the second largest telecommunication market in the world. The total mobile service market revenue in India is expected to touch US\$ 37 billion in 2017 with an annual growth rate of 5.2 percent between 2014 to 2017. The sector is also expected to generate four million (direct and indirect) jobs over the next five years¹⁶. This envisages the importance of a comparative study on employee motivation taking into consideration both public and private sector.

The research basically rejects the alternative hypothesis and thereby states categorically that there is no much significant difference in the motivation level of employees working in public and private telecom sector. The same is the case when male and female employees were taken

Table 7. Years of experience and Motivation level of employees working in public and private telecom sector

	Motivation of employees of Public Telecom sector		Motivation of employees of Private Telecom sector	
	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2-tailed)
Experience of Employees	-.332	.010	-.092	.485
Experience of Male Employees	-.164	.386	-.155	.413
Experience of Female Employees	-.396*	.030	.386	.035

separately. Gender also does not play a significant role in influencing motivation level of employees with an exemption to male employees of private sector organizations where they outshine their female counterpart. Marital status even though does not influence motivation significantly, it is interesting to note that married male and unmarried female employees are more motivated than unmarried male and married female employees respectively, in private sector. Age on the other side slightly influences motivation but negatively. Both in public and private sector organizations, as age increases motivation level decreases, according to the study. Number of children of employees also influences motivation but gives a different picture for both public and private organization. Employees with no children and with above two children are motivated more than people with one or two children. Similar to age, experience also shows a negative trend especially in public sector organizations and among female employees in both public and private sector organizations.

The empirical study about the motivational levels of employees in the telecommunication sector of India gives insight into the abstract level evaluations of male and female employees working in public and private sector organizations of this industry. The study singles out the independent variables that affect the motivation of both public sector and private sector employees in India. The study also elaborates the need for understanding the motivational levels of employees in the telecommunication industry.

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