

An Influence of Demographic Variables on HR Practices and Job Engagement: A Study in Indian Telecom Industry

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ABSTRACT

Purpose:

Employees are considered a crucial asset for an organization and their engagement and retention through various HR Practices has a significant impact on the Organizational Performance. Meanwhile, the demographic variables are considered to be integral influencers in the achievement of personal, societal and organisational goals. Thus, the focal point of this paper is to validate the causal relationship between numerous Demographic Variables namely name of the Telecom Company, Gender, Age, Job Position and Employment Status and the two constructs such as HR Practices and Job Engagement in the Indian Telecom Industry.

Methodology:

This paper follows mix-methods approach. Thus, an enormous literature method consisting of both Indian and Global Researches and application of various statistical tests have been conducted to critically assess the influence of demographic variables on both the constructs. Demographic profile of all the 394 respondents of telecom companies namely BSNL, MTNL, Vodafone Idea Ltd., Bharti Airtel Ltd and Jio Infocomm Ltd. has also been created using frequency and percentages methods.

Findings:

The results are consistent with various previous studies that gender does not influence both the HR Practices and Job Engagement while the other variables such as respondent's organization, age, job position, and employment status influence both the constructs. but few former studies also show some contradictions which shown up through the validation.

Practical Implications:

Policy Makers and HR Practitioners of Telecom companies will be able to gain an insight concerning development of HR system that can motivate employees, particularly new recruits through rewards, recognition, career opportunity, clear job description, allowances, benefits etc., to ensure engagement and involvement.

Keywords: HR practices, Job Engagement, Tselecom Companies, Demographics, India

1. Introduction

In this ever-changing environs, the effective and efficient utilization of human resources has become the need of the hour. The efficient usage of human capital can easily initiate competitive and sustainable advantage towards the organization which can be achieved by systematic HR practices. A significant way of utilising human resources perhaps be by increasing their engagement level. (Shuck & Wollard, 2010) and by providing them those policies which could enhance their productivity. As far as work engagement is concerned, it highlights the raising trend in aspect of positive psychology where the focal point is now to assess the employees' positive aspects such as human strength, well-being, flow and optimal functioning in comparison to the negative states, i.e. weaknesses, absenteeism and burnout (Bakker et al., 2008). Such a sudden increase in interest could be attributed towards the movement of positive psychology initiated by Martin E.P. Seligman (Seligman & Csikszentmihalyi, 2000). Kahn (1990) conceptualized the earliest and prime work on engagement of employees, and, since then, numerous authors have put forward their work towards literature on employee engagement. Various researches have accentuated the blooming interest in the area of employee engagement (Schaufeli et al., 2002, Kahn, 1990; Saks, 2006; Christian et al., 2011, Schaufeli & Salanova, 2011; Saks, 2019). Researchers have proved numerous significant upshots of engaged employees including organizational citizenship behavior (Ariani, 2013), in-role job performance (Bakker & Bal, 2010; Bakker et al., 2004), innovative work behavior (Agarwal, 2014; Agarwal et al., 2012), job satisfaction (Saks, 2006), organizational commitment (Hakanen et al., 2006), lower turnover (Schaufeli & Bakker, 2004), etc. Moreover, previous studies have also shown that an increase in job engagement is due to the significant HR Practices (Sattar et al, 2015; Ahmed & Islam, 2018; Conway et al., 2015) etc. Additionally, former Studies have also assessed that the factors influencing engagement and HR practices are personal factors such as age, gender, position etc. (Hakanen et al., 2006; Bakker & Demerouti, 2007; Saks, 2006; Xanthopoulou et al., 2007; Crawford et al., 2010; Bakker et al., 2008; Hu et al., 2013). While Telecom,

the rapidly growing Industry in India, can't be ignored as India is segmented into 23 telecom service areas across the whole country (**TRAI, 2017**). However, little attempts have been done to analyse the influence of demographic factors on the HR practices and job engagement level of employees in the Indian Telecom Industry. Therefore, this study focuses on the impact of individual differences in the profile of employees on HR practices and Job engagement.

2. Objectives of the Study

- a. To assess the influence of demographic variables on HR practices.
- b. To assess the influence of demographic variables on job engagement.

3. Literature Review

As far as former literature is concerned, Demographic variables differ in terms of various HR Practices. Significant differences among HR Practices Namely Recruitment and Selection, Training and compensation benefits based on the experience of employees and the Type of Telecom Company I.e. Public and Private. Whereas, no significant difference is found in the ground of age of employees (**Al-Kahtani, 2018**). On the Contrary, Significant differences were found in HPWS in the Age of the Employees, Job position i.e. Executive or Non-executive and higher or lower) and between the Employment status i.e. Regular or Contractual. Despite this, no significant differences were found in HPWS based on Gender (Male and Female) (**Bashir et al., 2011**). These findings are in contrary with the conclusion of **Uneke & Uneke (2021)**, showing that HR Practices that are Recruitment and retention vary in Genders. Moreover, Male dominance is reported. Along with that, Mean score found to be differ significantly on the basis of older and younger employees in recruitment & selection, training and intention to stay particularly in Telecom and Banking sector (**Allam & Habtemariam, 2009; Allam & Harish, 2010; Al-Kahtani & Allam, 2014; Al-Kahtani et al., 2016**).

Significant relationship of Recruitment & Selection, Training & Development and Pay & Benefits were found with the Job position (**Balabat, 2010**) whereas its results contradicts to the findings of **Vicencio (2021)** as he found that job position didn't have any significant relationship with the Recruitment & Selection, Training & Development and Pay & Benefits. Moreover, he has also unveiled that gender has significant relationship with Compensation and Training & Development. This conclusion is also in line with the study of **Mallillin (2017)**. In addition to this, Significant variances were estimated between age, experience and their response towards succession planning and compensation (**Saravanan & Vasumathi, 2015**). Similarly, significant relationship has been assessed between Demographic Factor such as age, gender and socio-economic Background and execution of HR Practices (**Wambari, 2013**). Alike difference has been disclosed between males and Females regarding the perception of HR Practices but divergent results has been concluded in the terms of age (**Alnaqbi, 2011**).

Demographic attributes of an individual play crucial role in determining the level of job engagement. Marital status, total work experience and education level were found to have a significant impact on employee engagement. Whereas Age, Gender and Designation has no link with the job engagement (**Nagpal et al., 2020**). Similar findings of no difference has been reported on the basis of Age and Gender but contradictory findings regarding Designation has been divulged. It is found that employee engagement has notable difference in the terms of Job position (Seniority) (**Kose, 2016**). In addition to this, an integrated result of above two studies has been communicated as level of work engagement reckoned to be differ significantly with reference to age, designation and employment status but no significant difference is deemed to be on the basis of Gender and experience (**Sharma & Rajput, 2021**). Likewise, Employees lying in age group of 18-25 years and more than 42 years were held to be more engaged than employees of 26-41 years of age group. Thus, it also showed the differences among the engagement level of employees as far as age is concerned (**Rigg et al., 2014**).

Withal, Female employees were seen more engaged in their jobs in comparison to the male employees. In fact, engagement of senior employees was also revealed (**Shukla et al., 2015; Kong, 2009**). Along with that, various former researches has propounded that engagement level is influenced by demographic characteristics and workplace (**Kahn, 1990; Schaufeli & Bakker, 2004**). But, a complete contrast has been investigated in the study of **Robinson et al (2004)**, in which no distinguishable difference is unveiled in the level of engagement between males & females and employees of different age Groups (**Madan & Srivastava, 2015**). Besides this, a study in South Chennai also inferred that Gender has no influence on the employee engagement drivers. Although it was noted that female employees are reckoned to be more affected by the employee engagement (**Marcus & Gopinath, 2017**). This finding also matches with the results of **Jaupi & Llaci (2015)** which suggested that job position influences the level of engagement where, senior employees shows high level of engagement as compared to the lower one. And no significant difference in gender is seen. It was also observed that work experience, recognition and age of employees significantly differentiates as far as work engagement is concerned (**Dwivedi & Rajendran, 2022**). On the contrary of all the above studies, it was also revealed that no demographic variable has significant influence on the overall engagement and HR managers are free to select any strategy related to engagement without any botheration regarding differences among demographic attributes of respondents (**Jha & Nair, 2019**).

On the basis of above literature done, the following conceptual framework and hypotheses are postulated. The following hypotheses include two major hypotheses and five sub-hypotheses.

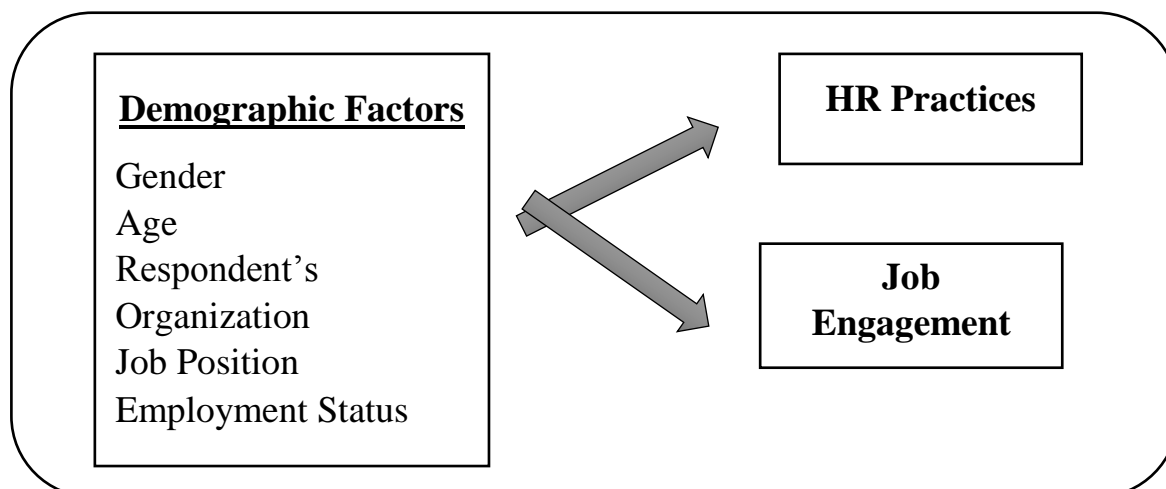


Fig. 1: Proposed Framework

H₁: Demographic attributes of employees (Select Telecom company, Gender, Age, Job Position and Employment Status) influences their perception apropos of HR Practices.

- H_{1.1}: Telecom Company influences the HR Practices. (Al-Kahtani., 2018)
- H_{1.2}: Gender of Employees has a significant influence on HR Practices (Wambari, 2013).
- H_{1.3}: Age of Employees has a significant influence on HR Practices (Allam & Habtemariam, 2009).
- H_{1.4}: Job Position of Employees has a significant influence on HR Practices (Balabat, 2010).
- H_{1.5}: Employment Status of Employees has a significant influence on HR Practices (Bashir et al., 2011).

H₂: Demographic attributes of employees (Select Telecom company, Gender, Age, Job Position and Employment Status) influences their perception apropos of Job Engagement.

- H_{2.1}: Telecom Company influences the Job Engagement.
- H_{2.2}: Gender of Employees has a significant influence on Job Engagement (Madan & Srivastava, 2015).
- H_{2.3}: Age of Employees has a significant influence on Job Engagement (Rigg et al., 2014).
- H_{2.4}: Job Position of Employees has a significant influence on Job Engagement (Shukla et al., 2017)
- H_{2.5}: Employment Status of Employees has a significant influence on Job Engagement.

4. Methodology

4.1 Participants & Procedures

The current study is focused to examine the influence of Demographic factors on HR Practices and Job Engagement among the employees of Indian Telecom Industry on the basis of the Questionnaire adopted. Therefore, data has been collected from the five selected companies such as MTNL, BSNL, Vodafone Idea Ltd., JIO Infocomm Pvt. Ltd. and Bharti Airtel Ltd. of Delhi-NCR Region, India to gain an in-depth and better understanding of the proposed framework. Research participants were contacted through online and offline modes. The majority of data has been collected through Online mode. The research participants were Executives and Non-Executives employees having permanent and contractual natured jobs. A total of 411 data have been collected through both online and offline modes. The response rate of Vodafone was 48.72%, Jio was 52.83%, Airtel was 48%, BSNL was 72% and MTNL was 63%. Out of 411 questionnaires received, 17 questionnaires were found inappropriate and rejected. Therefore, 394 questionnaires were used for the study.

4.2 Measures

The measures of HR Practices have been estimated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Moreover, Job Engagement has been measured on 5-point Likert Scale ranging from 1 (Rarely) to 5 (Always).

- **HR Practices, namely** Recruitment & Selection, Training & Development, Employee Security, Performance Evaluation and Employee Participation have been measured through the scales given by Wright et al, 2005; Delery & Doty, 1996; Akhtar et al, 2008; Khan, 2013.
- **Job Engagement** has been measured through the shortened version 9-item scale of Schaufeli & Bakker (2006) [Utrecht Work Engagement Scale (UWES)]. This scale includes three dimensions namely Vigor, Dedication, and Absorption containing 3-items each.
- **Demographic factors** include Gender, Age, Respondent's Organisation, Employment Status and Job Position.

4.3 Tools and Techniques

This paper follows mix-methods approach. Thus, an enormous literature method consisting of both Indian and Global Researches have been conducted to critically assess the influence of demographic variables on both the constructs. Demographic profile of all the 394 respondents has been created using frequency and percentages methods. To test the hypotheses, t-distribution and ANOVA have been used.

5. Analysis and Major Findings

5.1 Demographic Profiling

The following table 1 represents the respondents profile and coding frame. As far as Companies are concerned, more than required data has been collected. Highest share of data (46.2%) has been collected from BSNL as it has largest no. of Employee population. After that, data from Airtel (16.8%) followed by Jio Infocomm (14.2%), Vodafone (12.4%) and MTNL (10.4%) has been respectively collected in proportion of their populations sizes.

Table 1: Respondents Profile and Coding Frame

Particulars	Coding	Freq.	(%)
1. Companies			
Vodafone	1	49	12.4
Airtel	2	66	16.8
Jio Infocomm	3	56	14.2
MTNL	4	41	10.4
BSNL	5	182	46.2
Total		394	100
2. Gender			
Male	1	232	58.9
Female	2	162	41.1
Total		394	100
3. Age			
<30	1	103	26.1
31-40	2	72	18.3
41-50	3	115	29.2
51-60	4	104	26.4
Total		394	100
4. Job Position			
Executive	1	262	66.5
Non-Executive	2	132	33.5
Total		394	100
5. Employment Status			
Contractual	1	132	33.5
Permanent	2	262	66.5
Total		394	100

Out of the 394 data collected, 58.9% were male respondents and 41.1% were female which goes in line the study of **Gulzar & Durrani (2014)** in Telecommunications sector showing big share of males in companies. While, these results contradict the results of **Khashman & Al-Ryalat (2015)** which showed that female were more in number than Males. Along with that, 26.1% of respondents were less than 30 years of age. While, 18.3% respondents belong to 31 to 40 years of age Group. Largest share of age group includes 29.2% of respondents from 41 to 50 years of age group followed by 26.4% from 51 to 60 years. Apropos of the Job Position, 66.5% of respondents were Executive while 33.5% were Non-Executive in current study. These results also match with the findings of study of **Gulzar & Durrani (2014)**. Based on Employment Status, 66.5% and 33.5% of respondents were found Permanent and contractual respectively.

5.2 Analysis & Discussion of Influence of Demographic variables on HR Practices

a. Comparison using t-test

In the following table 2, t-test has been run to investigate the effect of demographics on HR Practices. Therefore, Grand Score of HR Practices has been taken which includes composite scores all its dimensions such as Recruitment & Selection, Training, Job Security, Performance Evaluation and Employee Participation. The table has been bifurcated

into three parts where Part-A, Part-B & Part-C reflects comparison based on Gender, Job Position and Employment status respectively.

Table 2: Comparison of Demographics on HR Practices (t-test)

Table 2: Comparison of Demographics on HR Practices (t-test)

A. Comparison based on Gender							
Dependent variable	Category	Mean	S.D.	Levene's test (Sig.)	t-test	df	Sig. (p-value)
HR Practices	Male	3.7157	0.47809	0.000	-1.794	379.748	0.074
	Female	3.7841	0.27554				
Remarks	NOT SIGNIFICANT						
B. Comparison based on Job Position							
Dependent variable	Category	Mean	S.D.	Levene's test (Sig.)	t-test	df	Sig. (p-value)
HR Practices	Executive	3.7971	0.44219	0.109	3.713	392	0.000
	Non-Executive	3.6380	0.30530				
Remarks	SIGNIFICANT						
C. Comparison based on Employment Status							
Dependent variable	Category	Mean	S.D.	Levene's test (Sig.)	t-test	df	Sig. (p-value)
HR Practices	Contractual	3.5901	0.29410	0.012	-6.225	359.761.	0.000
	Permanent	3.8213	0.43527				
Remarks	SIGNIFICANT						

1. In Part A, it can be concluded that HR Practices were not found significant $t(379.74) = -1.794, p > 0.05$. However, mean rank depicts that difference exist between the perception of male and female but this difference is not significant. Therefore, gender does not play any role in influencing the HR Practices. **Thus, the sub-hypothesis $H_{1.2}$ i.e. Gender of employees does not influence their perception regarding HR Practices is Rejected.**
2. In Part B, it can be revealed that HR Practices were found significant $t(392) = 3.713, p < 0.05$. However, mean rank also depicts that difference exist between the Executive and Non-executive. Therefore, there is difference between the HR Practices based on Job Position of Employees. **Thus, the sub-hypothesis $H_{1.4}$ i.e. Job Position of employees influences their perception regarding HR Practices is Accepted.**
3. In Part C, it can be unveiled that HR Practices were found significant $t(359.761) = -6.225, p < 0.05$. However, mean rank also shows the existence of difference between Contractual and permanent Employees. Therefore, there is difference between the HR Practices based on Employment Status of Employees. **Thus, the sub-hypothesis $H_{1.5}$ i.e. Employment Status of employees influences their perception regarding HR Practices is Accepted.**

b. Comparison using ANOVA

In the following table 3, ANOVA has been run to investigate the effect of demographics (More than two groups) on HR Practices. The table has been bifurcated into two parts where Part-A and Part-B reflects comparison based on Company and Age respectively.

Table 3: Comparison of Demographics on HR Practices (ANOVA)

A. Comparison based on Company										
DV	Category	Mean	S.D .	Levene's test (Sig.)		Sum of squares	df	Mean Square	F	Sig (p-value)
HR Pract.	Vodafone	3.879	0.40	0.000	Between Group	4.037	4	1.009	6.391	0.000
	Airtel	3.696	0.40		Within Group	61.432	389	0.158		
	Jio				Total	65.469	393			
	Infocomm	3.613	0.40							
	MTNL	3.564	0.70							
	BSNL	3.806	0.28							
Remarks		SIGNIFICANT								
B. Comparison based on Age										
DV	Category	Mean	S.D .	Levene's test (Sig.)		Sum of squares	df	Mean Square	F	Sig (p-value)

HR Pract.	<30	3.573	0.38	0.424	Between Group	7.590	3	2.530	17.04	0.000
	31-40	3.672	0.44		Within Group	57.579	390	0.148		
	41-50	3.760	0.42		Total	65.469	393			
	51-60	3.944	0.29							
Remarks	SIGNIFICANT									

- c. In Part A, ANOVA results provide sufficient evidences that HR Practices were found significant as **P (0.000) <0.005**. This result meets the expectations as there might be differences among the HR Practices of different Telecom Companies. Therefore, difference between HR Practices based on companies is obvious result. **Thus, the sub-hypothesis H_{1,1} i.e. Telecom Companies influences the HR Practices is Accepted.**
- d. Also in Part B, ANOVA table provide sufficient evidences that HR Practices were found significant **P (0.000) <0.005** as far as age is concerned. Thus, there is difference between the HR Practices based on Age of Employees. **Thus, the sub-hypothesis H_{1,3} i.e. Age of employees influences their perception regarding HR Practices is Accepted.**

5.2 Analysis & Discussion of Influence of Demographic variables on Job Engagement

a. Comparison using t-test

In the following table 4, t-test has been run to investigate the effect of demographics on Job Engagement. Therefore, Grand Score of Job Engagement has been taken which includes composite scores all its dimensions such as Vigor, Dedication and Absorption. The table has been bifurcated into three parts where Part-A, Part-B & Part-C reflects comparison based on Gender, Job Position and Employment status respectively.

Table 4: Comparison of Demographics on Job Engagement (t-test)

A. Comparison based on Gender							
Dependent variable	Category	Mean	S.D.	Levene's test (Sig.)	t-test	df	Sig. (p-value)
Job Engagement	Male	4.1308	0.52815	0.004	-2.220	391.354	0.179
	Female	4.1907	0.35343				
Remarks	NOT SIGNIFICANT						
B. Comparison based on Job Position							
Dependent variable	Category	Mean	S.D.	Levene's test (Sig.)	t-test	df	Sig. (p-value)
Job Engagement	Executive	4.2049	0.46290	0.330	3.007	392	0.003
	Non-Executive	4.0572	0.45440				
Remarks	SIGNIFICANT						
C. Comparison based on Employment Status							
Dependent variable	Category	Mean	S.D.	Levene's test (Sig.)	t-test	df	Sig. (p-value)
Job Engagement	Contractual	4.0177	0.39334	0.955	-4.266	392	0.000
	Permanent	4.2248	0.48287				
Remarks	SIGNIFICANT						

- In Part A, it can be concluded that Job Engagement were not found significant **t (391.354)=-2.220, p>0.05**. However, mean rank depicts the difference exist between the perception of male and female but this difference is not significant Therefore, gender does not play any significant role in influencing the Job Engagement. **Thus, the sub-hypothesis H_{3,2} i.e. Gender of employees influences their perception regarding Job Engagement is Rejected.**
- In Part B, it can be revealed that Job Engagement were found significant **t (392)= 3.007, p<0.05**. However, mean rank also depicts that difference exist between the Executive and Non-executive. Therefore, Job Position plays role in influencing the Job Engagement. **Thus, the sub-hypothesis H_{3,4} i.e. Job Position of employees influences their perception regarding Job Engagement is Accepted.**
- In Part C, it can be unveiled that Job Engagement were found significant **t (392)=-4.266, p<0.05**. However, mean rank also shows the existence of difference between Contractual and permanent Employees. Therefore, there is difference between the Job Engagement based on Employment Status of Employees. **Thus, the sub-hypothesis H_{3,5} i.e. Employment Status of employees influences their perception regarding Job Engagement is Accepted.**

b. Comparison using ANOVA

In the following table 5, ANOVA has been run to investigate the effect of demographics (More than two groups) on Job Engagement. The table has been bifurcated into two parts where Part-A and Part-B reflects comparison based on Company and Age respectively.

Table 5: Comparison of Demographics on Job Engagement (ANOVA)

A. Comparison based on Company										
DV	Category	Mean	S.D .	Levene's test (Sig.)		Sum of squares	df	Mean Square	F	Sig (p-value)
Job Eng.	Vodafone	4.281	0.49	0.000	Between Group	3.799	4	0.950	4.556	0.001
	Airtel	4.160	0.55		Within Group	81.090	389	0.208		
	Jio				Total	84.889	393			
	Infocomm	4.247	0.47							
	MTNL	3.907	0.68							
	BSNL	4.148	0.33							
Remarks		SIGNIFICANT								
B. Comparison based on Age										
DV	Category	Mean	S.D .	Levene's test (Sig.)		Sum of squares	df	Mean Square	F	Sig (p-value)
Job Eng.	<30	3.963	0.46	0.003	Between Group	8.776	3	2.925	14.99	0.000
	31-40	4.097	0.50		Within Group	76.113	390	0.0195		
	41-50	4.171	0.51		Total	84.889	393			
	51-60	4.369	0.27							
Remarks		SIGNIFICANT								

1. In Part A, ANOVA results provide sufficient evidences that Job Engagement were found significant **P (0.001) <0.005**. This result meets the expectations as there might be differences among the Engagement of Employees in different Telecom Companies. Therefore, difference is found in Job Engagement on the basis of Companies. **Thus, the sub-hypothesis H_{3.1} i.e. Difference in companies influences their perception regarding Job Engagement is Accepted.**
2. Also in Part B, ANOVA table provide sufficient evidences that Job Engagement were found significant **P (0.000) <0.005** as far as age is concerned. Thus, there is difference between the Job Engagement based on Age of Employees. **Thus, the sub-hypothesis H_{3.3} i.e. Age of Employees influences their perception regarding Job Engagement is Accepted.**

6. Conclusion

Findings reveal that demographic variables used in the present study, namely job positions, employment status, respondent's organization, and age of employees influence their perception regarding HR practices. Moreover, the gender of employees was not found to be a significant factor in influencing HR practices. The results of the analysis unveiled p values of the variables such as gender (**p=0.074**), job position (**p=0.000**), employment status (**p=0.000**), respondent's organization (**p=0.000**), and age (**p=0.000**). Various studies are in association of these results such as **Al-Kahtani (2018)**, **Vicencio (2021)**, **Bashir et al (2011)**, **Qiao et al. (2009)**, **Balabat (2010)**, **Allam & Habtemariam (2009)**; **Allam & Harish (2010)** etc. Similarly, demographic variables used in the present study namely, job position, employment status, respondents' organization, and age of employees, influence their perception regarding job engagement. Moreover, the gender of employees was not found to be a significant factor in influencing job engagement. The results of the analysis unveiled p values of the variables such as gender (**p=0.179**), job position (**p=0.003**), employment status (**p=0.000**), telecom respondent's organization (**p=0.001**), and age (**p=0.000**). Former Studies which have shown similar results to the present study are **Sharma & Rajput (2020)**; **Rigg et al. (2014)**; **Nagpal et al (2020)**; **Jaupi & Llaci (2015)**; **Shukla et al (2017)** etc.

7. Limitations & Implications

There are few limitations in the present study. Firstly, the study has been conducted among the Indian Telecom companies especially from the Delhi and NCR region of India. Future researchers must replicate the findings of this study for other types of Institutions or in some other sectors, as well as among employees of different occupational groups in India to generalize the findings. Moreover, the present study is of cross-sectional nature future studies may organize some longitudinal researches as well. In future, researchers may also involve other demographic variables such as income, religion, culture, generational difference, etc. to make results more fruitful. Future studies should also try to probe more into

finding the specific reasons for the differences in the HR practices and engagement level of employees based on marital status, Designation, Living Area etc. It was found in the study that the employees of the age group below 30 years were less engaged in the organization. Thus, this can help the Telecom sector to develop an HR system that can motivate employees, particularly new recruits through rewards, recognition, career opportunity, clear job description, allowances, benefits etc., to ensure engagement and involvement.

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