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Human Resource Management in Telecommunication Sector:
A Comparative Study between
Public and Private Mobile Company in Bangladesh

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Abstract

Human Resource Management (HRM) practices have a great role in employees' job satisfaction and organizational performance. Highly satisfied and efficient employees are the potential resources for organization since they are more productive compared with the employees who are less satisfied and less developed. This study has analyzed and compared the HRM practices in telecommunication industry of Bangladesh and has taken a state owned mobile operator-Teletalk Bangladesh Limited and a foreign owned operator-Robi Axiata Limited as the areas of study. Three core areas of HRM practices are taken for analyses which include compensation administration, training and human resource development, and maintenance functions. The major objective of the study is to assess the effectiveness of HRM practices in terms of employee satisfaction and organizational output maximization with comparative discussion between Teletalk and Robi. Number of mobile subscribers and market share of operators are considered here as the organizational outputs. A total of 50 employees, 25 from Teletalk and 25 from Robi, were taken as sample respondents to conduct a survey with structured questionnaire. Besides, two interviews were completed with HR Managers to get detail and in-depth information about the HRM practices in the two organizations. An extensive review of literatures, documents, newspapers and webpages pertained to the mobile industry, HRM and job satisfaction was conducted. The collected data was organized and analyzed in a systematic way using statistical software-SPSS. The data and findings were presented with detail analysis and explanation in order to address research question and fulfill the objectives.

From the analysis it has been found that there are some differences in HR practices and their influences on job satisfaction among the employees in the studied two mobile operators. In most of the cases of HRM practices, private mobile operator- Robi is found effective in terms of both employee satisfaction and output maximization i.e. grabbing the new subscribers and market share. On the other hand, in public operator- Teletalk, almost all HRM practices are less effective compared with Robi in promoting job satisfaction of employees as well as organizational outputs. Only salary and job security are found satisfactory in Teletalk. The study findings clearly show the significant linkage between HR practices and job satisfaction. In addition, the results also indicate that satisfied and developed employees can contribute towards organizational performance and output maximization. Finally, the study has made a conclusion that HRM practices in private mobile operator (Robi) in more effective compared with the state owned mobile company (Teletalk) in terms of both employee and organizational perspective.

CHAPTER I: INTRODUCTION

1.1 Background of the Study

Human Resource Management (HRM) is one of the most important and valuable aspects of an organization be it public or private entity. As a subset of management it focuses on recruitment, training, motivation, and maintenance of employees (DeCenzo and Robbins, 2010). The success of an organization depends mostly on the performance of the people working over there and the HRM works for managing these people-the most valuable assets in the organization. Every organization considers its employees as assets and the primary source of productivity and financial gains. The well-established organizations give more importance to employees rather than to capital. The importance of employees and their contribution get much more attention in the service sector organizations like telecommunication industry. Along with the necessary qualifications employees have to be committed and dedicated to their organization in order to ensure better service delivery to the customers and clients- the ultimate goal of the organization. To make sure that the organizational goals are achieved the management fosters an environment of commitment and belongingness with the help of strong policies and programs. Human resource department, in this regard, plays crucial role in creating such working environment in the organization and thereby extracts better performance and service delivery of the employees. If employees are satisfied with the working environment, then these motivated employees work with more loyalty and pay the organization back with a better performance and remain for long time in the organization.

The level of job satisfaction among the employees indicates the effectiveness of HRM practices in the organization. There are a number of different components of HRM which include pre-recruitment to post-retirement stage of employees. Compensation administration, training and retention measures for employees are the three broad aspects of HRM. Champion-Hughes (2011) argued that HRM targets and covers fair wages, employment conditions and benefits to support employees' motivation and satisfaction which would in turn increase organizational commitment. The best way to promote job satisfaction is proper management of compensation system in order to ensure motivation and organizational commitment among the employees (Spector 1997). But wage and salary alone would not be enough to bring about the kind of job satisfaction an organization needs, some other things came up that included training and skills development for employees (Weins-Tuers 2000). One of the key targets for the best practices of HRM is to maintain low turnover rate in the organization. Several measures are taken to retain the qualified and experienced

employees in the organization for a long period of time. The measures may include safe and healthy working environment; caring for employees' well-being; appropriate communications programs; job security and career opportunities, and so on.

Moreover, the style of management in public and private sector organizations are not same. Even the determinants for motivation and satisfaction of employees also differ from public to private organization. This implies that the way to motivate employees and the achievement of job satisfaction for ensuring the commitment to organizational development are not so easy task for any organization (Kabir, 2011). There are many HRM strategies which can be effective but the selection of appropriate approach should be made by the individual organization considering its objectives and requirements. In Bangladesh telecommunication industry, both public and private companies are in operation with fierce competition. Mobile telecom sector is booming up rapidly in the country as cell phones have become a fundamental part of personal communication at all level of the society during the past ten to fifteen years. This research is to assess the effectiveness of HRM practices and to explore the factors or HRM strategies which influence the level of job satisfaction among the employees with comparative analysis between two mobile operators; the Teletalk, a public limited company and the Robi Axiata Limited, a private operator. A research like this has not been carried out in Bangladesh telecom industry before.

Therefore, the objective of this study is to examine the effectiveness of HRM practices in Teletalk and Robi Axiata in terms of three broad aspects: compensation, training and retention of employees. The effectiveness of HRM practices will be measured in terms of the level of satisfaction among the employees regarding these three areas. Both qualitative and quantitative research methods are used in this study with a sample size of 50 employees from the two mobile operators for questionnaire survey. The respective data are analyzed with descriptive statistics, correlation and multiple regressions using SPSS software. A comparative picture between the public and private mobile operators is also drawn on the basis of study findings and analysis.

Thematically, this paper is divided into five chapters. In the first chapter, a brief background of the study with objectives, methodology, and literatures review has been given. Chapter two covers conceptual framework of different terms related to the study. History and evolution of telecommunication industry have been presented in chapter three while HRM in the two mobile operators-Robi and Teletalk has been described in chapter four. Major findings with comparative analysis on HRM issues between public and private mobile operator, the main focus of this study,

has been provided in the fifth chapter, and finally, based on the findings of the study a conclusion has been drawn in the sixth chapter of this study.

1.2 Statement of the Problem

Theoretically, HRM is the strategic and coherent approach to the management of an organization's most valued assets - the people working there, who individually and collectively contribute to the achievement of the objectives of the business. HRM should address problems and necessities of employees in such a planned and strategic way that people working in the organization can be made dedicated for high quality service delivery to the customers and clients and thus make a corridor to reach the organizational goals and objectives. Many empirical researches have found significant influence of the HRM practices on organizational performance, employee commitment, level of absenteeism and turnover. The main objective of HRM is to maximize outputs with scarce of both human and capital resources. Effective and satisfied human resources can maximize the outputs of organization if other factors are available and in favorable condition. The function of HRM is to make effective and satisfied employees who will ultimately contribute towards the maximization of outputs as well as profits for organization.

Compensation, training and retention of employees are the major concerns of any organization and core areas of HRM. HR department is mainly responsible to look after these issues for motivating employees and promoting their commitment and dedication for the organization. Every organization should have good HR policy and strategic plan to meet the demand and requirement of employees and at the same time achieve organizational goals. Besides, organization must develop the policies and strategies considering the competitive market environment. Employees have to be offered an attractive compensation package and it must be progressive in nature with regular increment as per the need for cost of living. Training for skill development and exposure is also very important for both organization as well as employee perspective. National and international level training provide the opportunity for organization to develop its employees in terms of better skill and exposure to new knowledge, techniques and different environment. Attractive and quality training can also contribute in enhancing job satisfaction of employees. Retention of qualified and experienced employees is another big challenge for the HR department of any organization. It has to create such a congenial working environment focusing on safety and security, caring for employees, career development through proper HR strategy and plan. Public and private organizations are significantly different regarding the HR policies and practices. They have distinct perspective and approach to

motivate employees. At the same time, employees working in public organization consider some HR provisions like career, social status, authority, pension system etc. as motivating factors and private sector employees take other aspects such as high salary, better working environment, opportunity for training and skill development, etc.

An organization's advancement and profitability depends on both the factors inside and outside the organization. As the mobile phone market is vibrant and expanding, the operational environment is fully supported by the government and the investment and progress of recovery record is also satisfactory, the success mostly depends on the inner qualities of the companies. Modern management theories assume that the productivity and efficiency of an organization are very closely related to the treatment the employees get while working in the organization. The Human Resource Development Policy, commonly known as the HR policy, is the determinant of the outcome of all the policies and strategies in an organization, especially in case of operating in a service sector. If the HR policy is not designed ensuring the employees' minimum benefit and maximum scope of flourishing their potentials, the marketing, finance or technological strategies may not produce the expected result. In this regard, the organizations in Bangladesh have many limitations especially those as the public entity.

Job satisfaction of employees is a relative issue- different employee considers different determinants for the satisfaction. The effectiveness of HRM depends on how well it can formulate strategies for managing employees of different nature and motivation level. There is a stern competition among the different mobile operators in Bangladesh to keep their own stance in the market. Since the telecommunication industry is a service sector organization, its development depends on customer satisfaction with the services delivered by the employees. HR department has key role to play in motivating employees for better service delivery to the customers. This study aims to assess the contingency factors for job satisfaction of employees with a comparative assessment between public and private mobile operators in Bangladesh.

1.3 Scope of the Study

There are six mobile companies operating their businesses and services in a tremendous competitive environment in Bangladesh. The companies are Grameephone limited, Robi Axiata Limited, Airtel Limited, Citycell Limited and Teletalk Bangladesh Limited. Teletalk is the only one public mobile operator among the six operators in the country. However, due to resource constraints this research

will only cover a private mobile company, Robi Axiata, and the public operator, Teletalk. Moreover, there are several issues and aspects in 'Human Resource Management', but this study has covered three broad components- compensation, training and retention of employees. There are many other sub-components which are also analyzed in the purview of enhancing job satisfaction of employees and maximization of organizational outputs and profits.

1.4 Research Question

Are the HRM practices in Robi more effective than those in Teletalk?

1.5 Objectives of the study

General Objective

The major objective of this study is to assess the effectiveness of HRM practices with a comparative analysis between Robi and Teletalk.

Specific Objectives:

The specific objectives of the study are:

1. To look into the compensation administration of the two mobile operators
2. To identify the training opportunities for the employees of the two companies
3. To evaluate the maintenance measures taken by the companies
4. To make a comparative assessment of the effectiveness of HRM practices in Robi and Teletalk

1.6 Operational Definition

In this study, the researcher has focused on human resource management practices in Bangladesh telecommunication industry and made a comparative assessment between a public and private mobile company. These terms may have different connotation and used in different perspectives in different researches and studies. So, operational definitions are given below according to the objectives and scope of this study:

Human Resource Management (HRM)

Human resource management is a very important department which deals with the people- the most valuable assets of any organization. The importance of people management is comparatively

higher in service sector organization like mobile operators. HR department has to prepare appropriate strategies and ensure their effective implementation in order to promote job satisfaction among the employees. Job satisfaction will enhance the level of commitment and belongingness among the employees and thereby they will produce better services for the customers and clients. In this study only three broad aspects of HRM are covered which are:

- Compensation administration
- Training for employees
- Retention of employees

Telecommunication Industry

Telecommunication has become the inseparable part and parcel of our daily life. There are mainly three kinds of service providers in telecommunication system: public switched telephone network, mobile phone operators and long distance operators. In this study only mobile phone operators are covered where a total of six companies including one public sector organization are currently running their business in the market of Bangladesh.

Public and Private Mobile Company

As it has been mentioned above that both public and private mobile operators are operating in telecom market in Bangladesh. The main focus of this study has been given on two mobile operators: Robi Axiata Limited, the private entity and Teletalk Bangladesh Limited, a public limited company. A comparative analysis has been made on the three aspects of HRM in these two operators.

Effectiveness of HRM Practices

The effectiveness of HRM practices of any organization can be measured using different indicators, such as performance of employees, level of productivity, development of organization, etc. In order to measure the effectiveness of HRM practices in two mobile operators, this study has chosen the level of satisfaction among the employees and output maximization of organizations as measurable indicators. It was assumed that the more satisfaction level of employees regarding the three broader areas of HRM practices mentioned earlier would indicate the higher effectiveness of HRM and thus organization will be able to maximize its outputs and profits.

1.7 Significance of the Study

One of the important areas of research in the developed world is the study on impact of human resource management (HRM) practices on organizational performance and employee attitudes or job satisfaction in any organization (Abser et al., 2010; Delaney and Huselid, 1996; Huselid, 1995; Katou and Budhwar, 2007; Petrescu and Simmons, 2008). When developed countries put much emphasize on the issue, unexpectedly very few studies have been conducted on HR practices in the developing countries including Bangladesh (Budhwar and Debrah, 2001; Sing, 2004; Yeganeh and Su, 2008; Mahmood, 2004). Moreover, study on HRM in telecommunication or mobile sectors is quite rare in Bangladesh. In this context, the study on HRM in Bangladesh telecommunication industry focusing on comparative assessment between a public and private mobile operators bears great significance and demand of time in the current globalized era of market economy.

The present competitive mobile market in Bangladesh has forced for seriously consideration of the best practices of HRM in mobile operators as one of the most significant ways to keep the existence with proper stance in the market. If customers i.e. the mobile users are not satisfied with the service quality of any one mobile operator there is a high chance of switching over to another operator. The fact is quite evident in telecommunication sector in Bangladesh. The market share of six mobile operators is not equal and constantly changing over the last few years. The number of mobile subscriber is in continuously rising trends. Both existing and new users of a particular network always consider many strength and weaknesses of the mobile operator. Service delivery to the customers is one of the most important aspects a subscriber usually takes into consideration. Mobile operators, therefore, require qualified and efficient as well as dedicated and committed employees in order to ensure better service delivery to the customers.

The best practices of HRM will not only enhance the market share and profit of a mobile operator it will also develop a good image among the subscribers. Moreover, an organization has to identify the needs or demands of the employees and try to satisfy those in order to motivate them to work more efficiently and effectively for the customers and clients. The study will help the mobile operators to identify the significance as well as challenges in respect to the three broad aspects of HRM: compensation, training and retention of employees. A comparative analysis of the three issues will be conducted between the public and private mobile operator to understand what more things are required to improve the job satisfaction among the employees in both the sector. There are no such kinds of studies conducted before in telecommunication sector in Bangladesh with the specific focus

on comparative analysis. It is still not evident which aspect of HRM practices and provisions has greater impact on job satisfaction in public or private sector organization. This study will help identify the factors affecting the level of satisfaction among the employees in public and private mobile operators in Bangladesh with a comparative assessment. Finally, the empirical findings of this study will contribute in the literature on HRM in mobile sector organization of Bangladesh.

1.8 Study Approach and Methodology

Research methodology is the way and technique of achieving the objectives of any study. Primarily, it focuses on the data collection method along with the justification of using the method. It also includes the basic parameters related to the selected method and different tools and techniques used in data collection. As Aminuzzaman (1991) argued that, the instruments applied for collecting data also fall within the scope of methodology of a research. The choice of methodological approach depends upon the nature, scope and objectives of the investigation to be carried out.

Approach of the Study

The purpose of this study is to assess the effectiveness of HRM practices with a comparative analysis between two mobile operators-Robi and Teletalk. The effectiveness of HRM practices is measured here depending on the level of employees' job satisfaction in terms of compensation, training and retention measures. The approach of this study involved primarily meticulous and overall review of relevant literatures such as books, research articles, reports, newspapers particularly those are related to the issue of HRM practices and job satisfaction specifically in telecommunication industries, and other organizations in general. The researcher has made a systematic approach to conceptualize the key concepts, and to develop a methodology, which would be sound and simple to operate, and comprehensive and most appropriate to conduct the study. In such a process, initially the researcher has made a critical and perceptive analysis related literatures and theories to identify the key variables those are very much pertinent to the study. Based on such analysis, a solid and precise analytical framework (Figure 1) has been developed.

Creswell (2003) identified three research approaches - quantitative, qualitative and mixed methods approach. The basis for quantitative research is numbers and statistical methods. It abstracts from particular instances to seek general descriptions or to test hypothesis. It is useful for large data set and it seeks measurements and analyses that are easily replicable by other researchers (King et al

1994). Qualitative research focuses on a small number of cases using in-depth interview and analysis to understand events and phenomena from the respondents' perspective through looking closely at their own words. Qualitative research takes place more in a natural setting (Creswell 2003) and it analyses the patterns of answers or responses and the results are often presented in the respondents' own words. The mixed method combines the techniques of both the quantitative and qualitative approaches in order to get the advantages of the both and also to overcome or reduce the problems of any particular approach. Moreover, it helps create easily understandable research designs out of complex data and analysis (Creswell 2003).

In this study, researcher adapted a combination of quantitative and qualitative methods where the primary data were collected through questionnaire survey and at the same few in-depth interviews were conducted to supplement the quantitative data and findings.

Methodology of the Study

Appropriate methodology for any kind of social science research is very important in order to achieve the objectives and get answers for research questions. Among many other issues of any research, the three most significant aspects which require special attention during the selection of methodology are research question, existing knowledge and variables (Bennett, 1983, Aminuzzaman, 1991). In this study, to fulfill objectives and considering various limitations, researcher adapted the following methodology:

Secondary Data

The researcher spent considerable amount of time prior to administering survey questionnaires and conducting interviews, in order to review the literatures and documents which are pertained to the human resource management and job satisfaction. Due consideration was given to the reliable sources for the secondary information. The documents which were specifically reviewed included: relevant books; journal articles; research reports; webpages of Bangladesh Telecommunication Regulatory Commission (BTRC), Robi and Teletalk; annual reports and newspapers.

Primary Data

The researcher himself collected some primary data from the studied organizations to answer the questions set for the research. To identify the level of satisfaction among the employees on different aspects of HRM practices a structured questionnaire was used to conduct survey for required data

collection. Hard copies of the questionnaire were provided to the official to collect the information. Besides, a few in-depth interviews were also conducted with higher level officials in order to get detail information and clear understanding of related facts and figures.

Quantitative and Qualitative Data

Both qualitative and quantitative methods have been used in this study for collecting data. In a social science research, using any one method for data collection may not always be appropriate, so a combination of the two methods is helpful to achieve research objectives with the expected level of methodological accuracy (Aminuzzaman, 1991). In quantitative method, the respondents are usually asked to respond structured questions in a preferred format, for example, Yes or no, agree/disagree, satisfied/dissatisfied, etc. This type of research is conducted to get a specific response which could be presented with precise estimation. On the other hand, qualitative research seeks un-structured and mostly open-ended responses from the respondents. Researcher tries to get into deep and detail of information through probing and prompting the respondents during face to face interview.

Preparation of Questionnaire and Interview Guide

For this research, data were collected through structured and semi-structured questionnaires and interview guides. The questionnaire was developed with a mixture of multiple choice, rank order, dichotomous and open ended questions. A five points rating scales of questionnaire from very dissatisfied (1) to very satisfied (5) were adopted to measure the variables of HR practices in the organizations. Job satisfaction was measured using this five point Likert scale which is considered as global rating approach (Davidson,1979) and as easier method for data collection (Haque and Taher, 2008; Yu and Egri, 2005). The questionnaire was drafted and designed with such relevant questions which would satisfy the objectives of the study. Besides, interview guide and checklist were prepared to conduct in-depth interviews. The questionnaire and guides were finalized in consultation with the supervisor.

1.9 Study Areas and Sampling

As it has been mentioned earlier, the study has covered two mobile operators in Bangladesh- Robi, a private company and Teletalk, a public entity. The both organizations have a number of offices all over the country, but the researcher visited and collected data from only head offices located at the capital city, Dhaka. A total of 50 respondents were selected through snowball sampling techniques for questionnaire survey where 25 respondents were from each organization. Due consideration

was given on the work experience and different position of employees. Besides, 4 in-depth interviews were conducted with higher level officials including Director of HR Department, HR Manager, and Assistant HR Manager.

1.10 Sources of Data and Collection Procedures

As the study has involved mixed method for collecting data and information, the researcher has used a variety of sources and several types of data as part of the investigation. The data and information required to address the research questions of this study were collected using both qualitative and quantitative methods of data collection. The data collection activity was completed in two phases. Major data collection took place in the first phase during June to August 2015 through structured questionnaire survey conducted in Robi and Teletalk among 50 employees of different level and positions. The second phase of data collection continued for about two weeks in November and December 2015 when in-depth interviews were conducted with senior and middle managers. Moreover, at the beginning of the study, the researcher spent enough time to review literatures and documents which covered various published and unpublished materials like books, journals, research reports, theses and news and analysis published in daily newspapers on the relevant subject area of this study. Annual reports of Robi and Teletalk, webpages of all mobile operators, Bangladesh Telecommunication Regulatory Commission (BTRC), and other related online materials were also accesses to extract required data, facts and figures required for the study.

1.11 Data Processing and Analysis Techniques

The data analysis is the process and way of making order, structure and meaning of the collected data. The process involves data organization, theme development and testing and writing reports (Marshal and Rossman, 1989). Creswell (2003) mentioned that there are diverse ways of analyzing data with an objective to make sense of the data. The data collected through questionnaire survey were tabulated and analyzed using descriptive statistics, including percentiles and frequency distributions with the help of statistical software SPSS. The interview information was analyzed in a systematic way to highlight ideas, opinions and analysis of respondents in their own words. Since this is basically a comparative study, the findings from questionnaire survey and interviews were analyzed focusing on comparison between Robi and Teletalk.

1.12 Literature Review

Many researchers, academicians, experts and also government in Bangladesh have focused on the flourish of mobile market with perfect competition among different operators. Several research works have been conducted on mobile telecommunication sector in order to help the expansion of the market in the country, Bangladesh. Government of the country always tries to encourage private sector as well as attract foreign investment in the mobile sector to increase the competition. Apart from this some of the studies focused on the internal factors of mobile operators like HRM practices and job satisfaction. In this part, the researcher cited some of the national and international level research works, books and journal articles related to HRM practices both in the telecommunication sectors and other organizations. The literatures shall make a sense of importance of HRM and its relationship with job satisfaction of employees in different organizations including telecommunication sector.

The effectiveness of HRM practices is one of the major concerns of HR department in particular and of the organization as a whole. There are many ways and indicators through which the effectiveness of HRM can be measured such as skills and performance of employees, motivation and satisfaction level of employees, quality of production and service delivery, retention rate of qualified employees and so on. The present study selected the HR practices such as compensation administration, training and development, and retention of qualified as well as skilled employees in order to assess job satisfaction of employees. The effectiveness of HRM, in this study, has been measured identifying the level of job satisfaction among the employees in terms of compensation, training and retention in the two mobile operators, Robi and Teletalk. In a study, Absar et al. (2010) found significant relationship between the HR practices and job satisfaction where human resource planning (HRP), and training and development (TND) had positive impact on job satisfaction. The study also found the TND had the greatest positive influence on the job satisfaction of employees.

Researchers have studied various components of job satisfaction in order to measure their importance for employees and organizations. These kinds of researches also try to identify how different components influence the productivity of employees and ultimately of the organizations. There are different motivating factors which influence the level of satisfaction and performance of employees. Some of those are achievement, performance, recognition, promotion and things related to the job and personal development. Herzberg (1959) explained motivating and demotivating factors, whereas motivating factors contribute to job satisfaction for the employees,

and on the other hand, protective factors contribute in dissatisfying them. Maslow (1954) explained the existence of satisfaction through the idea of maintained classified needs. These include different kinds of needs such as: physiological (resting, drinking, eating, etc.), the need to and for love (cooperative environment, friendship etc.), security (health insurance, pension etc.), self-esteem (to be given importance, self-confidence, recognition etc.) and finally the need of self-actualization (ability development etc.).

Different scholars have expressed different views about job satisfaction over the years. (Reilly 1991) defines job satisfaction in terms of the feeling that the worker has for his work, whereas Ellickson (2002) explain it in terms of the employees' liking for their work. The expectation of an employee from the job highly affects job satisfaction (Hussami 2008). Some other things those increase the level of job satisfaction to a great extent are lower convenience costs and social, organizational and personal reward (Willem 2007). So, job satisfaction is not a simple thing, it is a complex phenomenon dealt with multiple facets (Johns, 2000) where many things influence it, such as salary, the working environment, communication, autonomy and organizational commitment (Lane et at., 2010). Compensation, also called reward and wages (Zobal, 1998) is one of the most influential factors in promoting motivation and job satisfaction of employees. Kathawala et al. (1990) found salary as the most important factor contributing to job satisfaction in automobile industry. Compensation is a very important and valuable tool for organization to ensure retention of qualified employees and it also acts as a major motivation for employees regarding the level of commitment to the organization which in turn increase the attraction as well as the retention (Chiu, et al., 2002). In a study Friedlander (1959) showed that friendly relationship among colleagues and with higher management promote job satisfaction.

Every organization is composed of people and managing those valuable resources is the main responsibility of HR department. HRM in the organization is a collection of policies, practices, and strategies which has a great influence on the behaviour, attitude, and performance of employees (Noe et al., 2007). Various factors such as an employee' s needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999).

HR practices and job satisfaction are studied widely in different parts of the world. It is assumed that HR practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and

practitioners believe that sound HR practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbaum, et al., 2000). Steijn (2004) found that HRM practices had positive effect on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, and education had insignificant effect on job satisfaction. Gould-William (2003) showed that use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance. Petrescu and Simmons (2008) also studied, in the context of UK, the relationship between human resource management practices and workers' job satisfaction where they found that several human resource management practices raised workers' overall job satisfaction and their satisfaction with payment.

HR practices have significant association with job satisfaction. Edgar and Geare (2005) examined the impact of human resource management practices on employee attitudes such as job satisfaction, organizational commitment, and organizational fairness in the context of New Zealand. They identified that HRM practices had a significant impact on organizational commitment, job satisfaction, and organizational fairness. In a study on 66 employees of three manufacturing firms in India, Agarwala (2008) observed that training, one of the major HR practices, was positively correlated with affective commitment. Moreover, Ostroff (1992) observed that job satisfaction influenced organizational performance enormously. Also, Yu and Egri (2005) found that HR practices had a significant impact on the affective commitment of employees in Chinese firms.

Compensation, among the many other dimensions of HR practices, positively influences job satisfaction. Compensation is very much important for employees because it is one of the main reasons for which people work. Employees' living status in the society, satisfaction, loyalty, and productivity are also influenced by the compensation (Aswathappa, 2008). Ting (1997) in a study on the employees of US government found that compensation was one of the most important determinants of job satisfaction. Saeed et al. (2013) in their study on telecom sector of Pakistan found pay, fairness and working conditions as the key factors for employees' satisfaction with their works. They argued that money is an important factor since everybody needs money and all employees work to earn money. So, money and compensation play significant role in promoting job satisfaction, retention and turnover of the employees. They also found working conditions have a strong influence on the job satisfaction of employees.

It is expected that private sector provides more salary and benefits. Employees in the private sector are mostly influenced by high pay and better working environment. On the other hand public sector employees consider job security, authority, social status and recognition, etc. as the determinant factors for job satisfaction. It would be very hard question to answer which group of employees is more satisfied with their jobs. Hossain and Ullah (2009) in a comparative study on the job satisfaction of the employees of public and private banks found that employees of the private banks were more satisfied with their jobs than those of the public banks.

Safiullah (2015), in a study on Bangladesh telecommunication industry, argued that salary is not the only factor for motivating employees; rather opportunities for growth and development, job security, interesting work are the important factors which have significant role in boosting employee motivation in the workplace. But financial benefits are assumed as the most important determinants for employees' job satisfaction. An organization can motivate its workforce to a great extent through introducing appropriate reward and recognition programs and other benefits. Pay is directly related with productivity (Bishop, 1987). Effective reward and recognition may work as good motivator but inappropriate reward and recognition enhance demotivation of the employees. Kovach (1987) showed in his study that, with the increase in employees' income, the importance of money becomes less as a motivator.

In a study on post privatized public sector telecom company, Ram (2012) found the respondents are satisfied with their jobs after the privatization, as compared to the situation when it was a public sector organization. It indicates that private sector employees are more satisfied with their job. The study also showed better salary, working conditions and higher autonomy as the factors for enhancing the level of job satisfaction among the employees. Taylor and Vest (1992) found that public sector employees who compared their salaries with private sector employees, had lower levels of job satisfaction. They argued that pay levels affect job satisfaction. Monetary compensation is one of the most important determinants for job satisfaction (Kalleberg, 1977; Voydanoff, 1980). Emmert and Taher (1992) found job related feedback and the social environment as the important determinants of job satisfaction for public professionals. Ram (2012) argued that manpower planning in the public sector should address different organizational issues to attract young qualified employees. The difference in the level of income is one of the major reasons for the high turnover rate of public employees to the private sector. Many of these employees are leaving the secured government employment to the more risky but financially rewarding private sector employment.

The above review of literatures indicates that there have been several studies and research in different countries and organizations around the globe focusing on HR practices and job satisfaction. The studies identified a number of HR practices which are closely associated with the level of job satisfaction. Compensation, training and development are among the most important practices of HR which have greater influence on job satisfaction of employees. However, studies portraying the impact of HR practices on job satisfaction and maximization of outputs in the telecommunication industry have not yet received proper attention in Bangladesh and other developing countries. This study has been undertaken to contribute in the existing research gap.

1.13 Limitations of the Study

Small sample size was one of the major limitations of this study. The study did not cover all the HR practices of the surveyed mobile operators, only three major aspects such as compensation, training and retention of employees have been included. Besides, only two out of six mobile companies have been studied. Moreover, this study cannot produce the whole picture of HRM practices in the two mobile operators since it covered only their head offices and employees and the respondents were not representative. So the study only provides a partial scenario of the two companies regarding the effectiveness of their HRM and job satisfaction of employees and output maximization.

1.14 Chapter Summary

This chapter has described in details about the background, objectives, scope and methodology of the study. It also delineates some basic concepts related to the study. Besides, a few relevant literatures has also been reviewed which are pertinent with the research questions and objectives. In the next chapter, different theories of job satisfaction and motivation of employees are stated along with the detail description and definition of all related terms and concepts. An analytical framework is also developed.

CHAPTER II: CONCEPTUAL AND THEORETICAL FRAMEWORK

2.1 Introduction

The reviewed of the existing literatures related to the research topic and draw an analytical framework of the study are the most important tasks to be completed at the beginning of any study. The researchers usually develop their conceptual and theoretical framework for their study based n related literatures and existing theories. This chapter provides a short description of related concepts, discusses applicable theories, and finds out the suitable and more relevant theory for the study. The researcher then identifies related variables and through theory triangulation to analyses the research issue and finally draws an analytical framework for the study which will be used to give detail explanation of relationships among the variables. As mentioned earlier in the first chapter that the main objective of this study is to assess the effectiveness of HRM practices in two mobile operators in Bangladesh. The level of job satisfaction and output of organizations are used here as the measurable indicators for the effectiveness of HRM practices. It was assumed that the more job satisfaction among the employees and the outputs of organizations will indicate the more effectiveness of HRM practices.

In this chapter, researcher reviews some classical theories of motivation and job satisfactions of employees in order to make a solid framework for analysis of the issues related to the study. The exploration of these theories also provides immense inputs for appropriate research design, and works as the major instruments for data analysis to make a reasonable inference from the outcomes of the study. Moreover, these theories helps researcher determine what kinds of data to collect and the spell out the strategies for analyzing those data. There are lots of theories in the field of job satisfaction and employee motivation, but this study concentrates on some specific ones those have a direct relationship with the research focus, and at the same time, the researcher also extensively considers several works and ideas of many scholars in the related field. The researcher, in this chapter, also tries to explain and clarify the terms and concepts related to the study focusing on the study objectives.

2.2 Conceptual Framework

In this study, several concepts are used which need to be explained for better understanding of the study findings and results. Human resource management practices are the major focus of this study.

Three sets of HRM practices are covered such as: compensation, training and retention of employees. All these HRM practices have a close relationship with job satisfaction of employees as well as performance of organization. In this section, researcher describes all these concepts in the purview of study objectives.

2.2.1 Human Resource Management (HRM)

As a subset of the study of management Human Resource Management (HRM) is concerned with the people dimension of an organization and focuses on how to attract, hire, train, motivate, and maintain employees (DeCenzo and Robbins, 2010). According Dessler (2007), HRM is the policies and practices including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations. HRM can also be defined as the management of the employees in organization (Foot and Hook, 2008). Every organization needs people who are the key resources and driving forces in achieving goals and objectives. The role of HRM department is to effectively manage the people working in the organization in order to extract their best performance, to develop their skills through quality training, to retain the best employees through competitive and attractive compensation package and to ensure satisfying working environment.

According to Kianto (2012) the functions of HRM include staffing, remuneration, performance evaluation, and training and development. The ultimate goal of HRM is hiring the best people, and by appropriate remuneration, training and evaluation mechanisms bring the best out of them. DeCenzo and Robbins (2010) argued hiring and keeping good people is critical to the success of every organization. HRM plays key role in this regard. They also proposed four basic functions of HRM: staffing or hiring people; training and development or preparing them; motivation or stimulating them, and maintenance or keeping them. The goals of HRM are achieved through these four functions which are also influenced by external factors such as labor relations, management practices, government legislation, and globalization.

Figure 1: Primary Activities of HRM
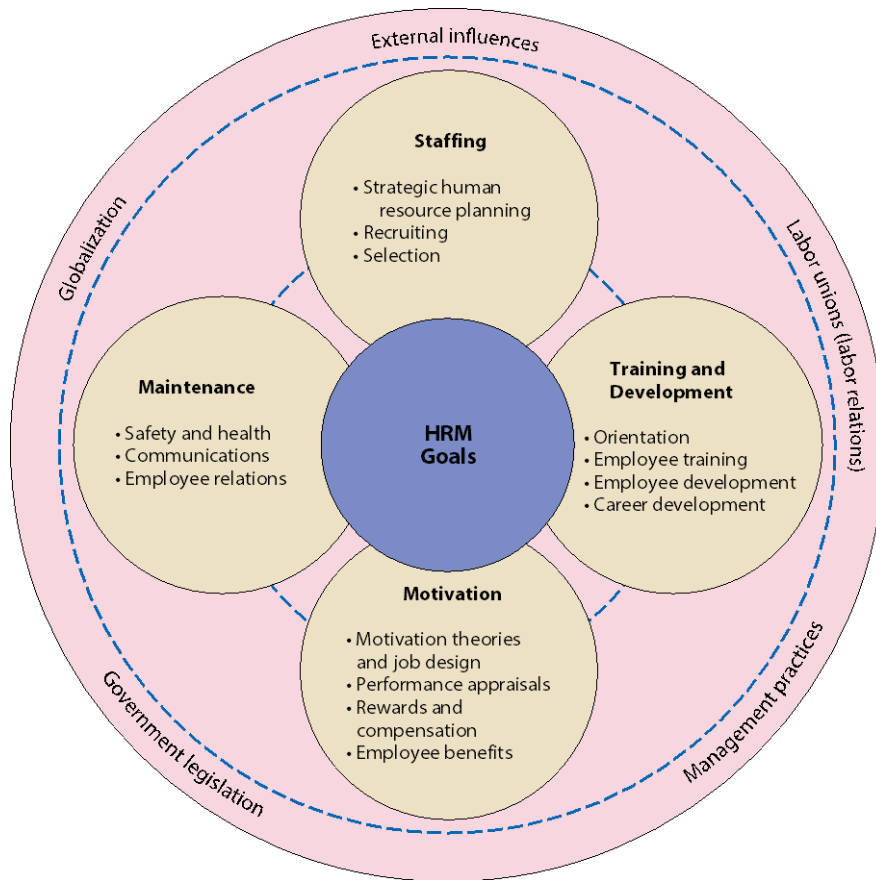
Source: DeCenzo and Robbins (2010)

In the current study, three major aspects of HRM functions are covered. The researcher looked into the training and development, motivation, and maintenance activities of HRM in two mobile operators in Bangladesh. The level of satisfaction among the employees on different subsets of three broader aspects of HRM has been assessed here. The researcher intended to make the inference that the employees' satisfaction with the available HR provisions would indicate the effectiveness of HRM practices in the organization.

2.2.2 Compensation Administration

One of the topmost motives people work is to fulfill needs and the major needs are compensation and benefits (DeCenzo and Robbins, 2010). Compensation includes all types of pay or rewards which are provided to employees against their employment (Dessler, 2007). Salary or wage is the most important part of compensation package. Bangladesh Labour Act 2006 defines wages as follows:

"wages means all remuneration, expressed in terms of money or capable of being so expressed, which would, if the terms of employment, expressed or implied, were fulfilled, be payable to a worker in respect of his employment or of work done in such employment, and includes any other additional remuneration of the nature aforesaid which would be so payable" (xlv, Section 2, Chapter I: Preliminary).

Managing the issue of compensation is one of the most critical areas for HRM since money is very much important for employees. One of the main reasons for which people work is financial gain. Therefore, money should be the most crucial factor for motivation and job satisfaction of employees. But contradictory findings are revealed in different studies and research works. In a study Safiullah (2015) found pay and other incentives as least important motivational factor (ranked 6th) while Hossain & Hossain (2012) and Linder (1998) in their study ranked 1st and 2nd consecutively. Kovach (1987) argued that, when the income of employees increases, money gets less importance as a motivator. Two factor theory of Herzberg also argued in similar way that salary and benefits are the hygiene factors for preventing employee's dissatisfaction only but do not necessarily motivate them.

However, an organization should not depend on salary only but provident fund, gratuity and a number of good incentives should be provided with the aim of attracting and retaining qualified people. Provident fund and gratuity are the two major aspects of compensation package. According to Bangladesh Labour Act 2006:

"Every permanent worker shall, after the completion of his one year of service in the establishment constituting the provident fund, subscribe to the fund, every month, a sum, unless otherwise mutually agreed, not less than seven per cent and not more than eight per cent of his monthly basic wages and the employer shall contribute to it an equal amount" [section 264 (9), Chapter xvii: Provident Funds].

The act also requires the private organization to have option of provident fund for workers. In the section 264 (1), it is mentioned that *"An establishment in the private sector may constitute for the benefits of its worker a provident fund"*. Gratuity is another significant component of compensation package. Although, the gratuity is provided during termination of employees but it creates positive image about the organization that may contribute towards employees' motivation and job satisfaction. In the act, gratuity is defined as:

"gratuity means wages payable on termination of employment of a worker which shall be equivalent to not less than thirty days' wages for every completed year of service or for any part thereof in excess of six months; It shall be in addition to any payment of compensation or payment in lieu of notice due to termination of services of a worker on different grounds" [Section 2 (x), Chapter I: Preliminary]

Bonus and other monetary and non-monetary incentives can be effective to motivate the diverse workforce (Safiullah 2015). Reward is another important incentive for employees. It can be either in cash or in kind, a recognition, praise and recommendation. Rewards given to employees are the appreciation and encouraging for them to act and behave in desired manner. If employees are rewarded satisfactorily for any well done jobs, they become committed, dedicated and remain in their organizations for a long time. Salary, provident fund, gratuity, rewards and other incentives should be taken into consideration while preparing the compensation package for employees. Salary should comply with the job responsibilities assigned to the employees and salary increment should be regular and based on contemporary market value and cost for leaving adjustment (COLA).

Compensation and benefits are often described as the most objective areas of a subjective field. Paying employees and administering their benefits package are by no means easy tasks. External factors such as market conditions and limited supply of potential workers may affect the overall range of job worth. Employees have to be paid as per the market value. As benefit to employees involves significant cost, it has to be prepared in such a strategic way that meets employee needs and at the same time is cost effective to the organization. But benefits should not be viewed solely from a cost-containment perspective. Benefits are of a strategic nature in that they help attract and retain high-quality employees. Nowadays, it's becoming more difficult for organizations to find and retain technical and professional employees. Therefore, many companies have implemented an extensive list of attractive incentives and benefits. Moreover, a link should be established between employee compensation and performance: the compensation and benefit activity in the organization should be adapted to and coordinated with a pay-for-performance plan. Many companies have found that giving employees a place to reduce their stress and enhance their overall well-being helps attract and retain employees (DeCenzo and Robbins, 2010).

2.2.3 Training for Employees

Training is very important both in employee and organization perspective. Training helps employees develop their skills, know-how and technical expertise, on the other hand organization gets better

performance and desired behavior from employees through imparting training and education to them. Every organization needs well-adjusted, trained, and experienced people to perform its activities successfully. The importance of employee education and training has increased since the works in today's dynamic organizations have become more difficult and complex. To be successful, every organization must train and develop its employees in the latest technologies and skills relevant to their current and future jobs (DeCenzo and Robbins, 2010).

Training is a learning experience for employees. It pursues positive change in employees that improves their job performance. Thus, training involves changing skills, knowledge, attitudes, or behavior (Duncan et al., 2002). So, the training is to change the knowledge of employees, way of their working, or their attitudes toward their works, colleagues, superiors, and the organization. Training in any organization includes both employee training and employee development. Employee training deals with the present oriented training that focuses on the current jobs of employees while employee development focuses on the future oriented training and personal growth (DeCenzo and Robbins, 2010). Employee development is future oriented and more concerned with education than job-specific training. Employee development activities aim to impart sound reasoning capacity among the employees so that they can understand and interpret knowledge. It emphasizes more on the personal development of employees (Duncan et al., 2002).

The function of training and development includes employee orientation, training, and career development, as well as organizational development. The major objective of the development function is to adapt capable work force to the organization and support them attain contemporary skills, knowledge, and abilities for their roles and responsibilities. The HRM of an organization is responsible for helping employees maximize their potential through training and development activities. The focus is to improve personal qualities and efficiencies of employees that lead to enhance organizational productivity. Training and development also include career development and counseling for employees to help them pick better option for their careers and to reach their cherished target of life.

Training also includes socialization of employees, which is a process of helping new employees adapt to their new organizations and job responsibilities. It helps newly joined employees fully understand their works in the organization and thereby prepare to be completely productive within soonest possible time. When this process is over, employees understand and accept the behaviors desirable

to their organization, and thus each employee will more likely attain his or her goals and become a satisfied, well-adjusted to the new organization with new environment and new team.

Employee orientation includes introducing a new employee to the organization and to the personnel in his or her work unit. It helps newly joined employees overcome the unease situation they usually feel at the beginning of a new job (Garvey, 2001; Hacker, 2004). The basic functions of an orientation program include familiarizing the new employee with the objectives, history, philosophy, procedures, and rules of organization; informing work hours, pay procedures, overtime requirements, company benefits, and other relevant HR policies; reviewing the specific duties and responsibilities; offering a tour of the organization's physical facilities; and introducing with co-workers and bosses (Robbins, 2002). Organization culture is very important and in today's dynamic organizations, new employees must introduce with the organization's culture (DeCenzo and Robbins, 2010).

In most of the organizations, specially medium and large in size, HRM department or direct supervisor of new employee takes charge of employee orientation with the organization (Autry and Wheeler, 2005). In many small organizations, orientation may not be formal at all, it may include new employee reports to his or her supervisor, who then assigns another existing employee to introduce the new one to the co-workers and to offer a quick tour of the organization, after that the new employee is shown to her work place and work begins. Proper orientation program helps employees adjust and become comfortable with the new organization, indoor and outdoor training develop skills and technical knowledge, and finally employee development program enhances the careers of employees in the organization. In this way, training and development activities promote the job satisfaction of employees.

2.2.4 Maintenance of Employees

Maintenance of employees includes the activities in HRM concerned with maintaining commitment and loyalty of employees to the organization and thus helps retain productive employees. Maintaining the commitment is very important for any organization when the job loyalty of employees declines tremendously (Miller, 2008). In order to maintain the loyalty and commitment among the employees, HRM must ensure a safe and healthy working environment; prove caring for employees' well-being; operate appropriate communication program and also establish job security and career assurance for employees. These programs and activities provide many benefits to the

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organization in retention of qualified employees. DeCenzo and Robbins (2010) highlighted two components of the maintenance function; safety and health issues and employee communications. These maintenance functions aim to help competent, adapted employees with up-to-date skills, knowledge, and abilities and maintain their commitment and loyalty to the organization.

Communications is the HRM programs designed to provide information to employees in organization. As information technology, nowadays, creates more opportunities for communication, employees can communicate directly without going through channels, instantly anytime, with anyone, anywhere. These open communication systems also redefine how meetings, negotiations, supervision are conducted. Virtual meeting can be a good example that allows people in geographically dispersed locations to meet regularly (DeCenzo and Robbins, 2010). Appropriate communications programs in the organization help employees know what is occurring around them and provide a place to vent frustrations. The communication programs also develop employee relations through disseminating information to them using company's e-mail, voicemail, web site, bulletin boards, town hall meetings, and videoconferencing—and thereby create an environment where employees' voices are heard (Nelson 2008).

Employee turnover carries a negative connotation in the organization. Turnover can be costly to an organization because it loses its investment in human capital. Therefore, HRM department is highly concerned and continually work to reduce turnover of well qualified employees through various functions including training, performance management, compensation strategies, and ensuring better working environment. Porter and Steers (1973) identified four general categories of factors that affect withdrawal, such as organization-wide (e.g., pay and promotion policies), immediate work group (e.g., unit size, supervisor, and co-worker relations), job content (e.g., nature of job requirements), and person based (e.g., age and tenure).

The maintenance functions help HRM achieve its main goal of retaining highly productive, competent, and adapted employees, with up-to-date skills, knowledge, and abilities, who are willing to maintain their commitment and loyalty to the company. Retaining the qualified employees is very difficult task for HRM and the process encompasses not only the maintenance functions but covers almost all other functions of HRM that motivate employees and discourage them to quit the job.

2.2.5 Job Satisfaction

Job satisfaction of employees is very important for the success of any organization, because, the satisfied employees are the valuable assets to an organization whereas the dissatisfied employees

are the biggest liabilities. It is not possible for an organization to achieve its goal and mission successfully if its employees are not satisfied in their jobs. In an organization, satisfied employees tend to provide their best efforts to produce higher-quality work than the dissatisfied cohorts. Many studies indicate that satisfied employees are more productive and that organizations having satisfied employees are more efficient. Moreover, satisfied employees are highly motivated to give better quality work performance and to have less absenteeism and their turnover rate is also very low (Bruce and Blackburn, 1992) Job satisfaction is a complex as well as important areas for HRM department to realize and deal with full attention and sincere efforts.

According to Locke (1976: 1304), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction is also defined as the general attitude of individual about his or her job (Robbins, 1999). Mullins (1993) mentioned that motivation is closely related to job satisfaction. Job satisfaction refers the feeling of satisfaction on the job or a motivation to work. It is not the self- satisfaction, happiness or self- contentment but the satisfaction related with the job (Suri and Chhabra, 2000). Hoppock (1935) highlighted the term job satisfaction described it as the combination of psychological, physiological and environmental circumstances which forces an employee to express his or her satisfaction with the job.

In a study, Taylor and Vest (1992) found that those public sector employees that compared their salaries with private sector employees, had lower levels of job satisfaction, so it can be said that pay levels affect job satisfaction. Monetary compensation is one of the most important factors for job satisfaction (Kalleberg, 1977; Voydanoff, 1980). Petrescu and Simmons (2008) argued that seniority-based pay have a significant positive effect on job satisfaction. However, workers are more satisfied when pay is related to individual performance. This type of compensation system links rewards to individual performance by comparing their achievement to the predetermined goals. On the contrary, Clark and Oswald (1996) showed weak relationship between income and well-being of employees, whereas Belfield and Harris (2002) found no evidence of such a relationship for those working in higher education. Similarly, in the happiness studies of Layard (2003, 2006) and Clark (2005) showed that despite rising wages there was no change in the level of job satisfaction. Many other categories of variables which have found to have an impact on job satisfaction, are the work-environment characteristic (Ram, 2012); supervisor characteristics (Harrick, et al., 1986); job related feedback and the social environment (Emmert and Taher, 1992); personal characteristics of employees such as age and education (Lee and Wilbur, 1985; DeSantis and Durst, 1996; Carrell & Elbert, 1974).

An individual works in an organization with some goals like income, job security, bright prospects in future, and fulfillment of social and psychological needs. Management of the organization is to realize these goals of employees and provide them appropriate opportunities and environments at workplace so that they can satisfy their needs (Suri and Chhabra, 2000). Some studies showed that certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employee involvement and pay schemes, do motivate workers and hence generate higher labour productivity (Cully et al., 1999; Boselie and Van der Wiele, 2002). Working environment is another crucial factor that affects the level of motivation of employee significantly. If organization becomes unable to provide better working environment, employees will be highly dissatisfied (Safiullah, 2015).

Job satisfaction is a very complex and at the same time significant issue for any organization. It is quite difficult to make an employee fully satisfied, since it depends on multidimensional factors related to the employee as well as the organization. HRM department is mainly responsible for dealing with such critical and crucial issue in the organization. Best practices in HRM activities can have a great influence on job satisfaction of employees.

2.2.6 Performance of Organization

Human resource management is closely related with the performance of organization. The major responsibility of HRM is to develop the skills and enhance motivation of employees. Organizational performance depends on its quality and capacity of human resources to perform their job responsibilities effectively and efficiently. HRM is concern with four basic functions: selection of right person at the right place through its staffing functions; develop the required skills of employees through training and human resource development activities; encourage employees to perform better through motivation; and finally retain qualified employees through maintenance functions (DeCenzo and Robbins 2010). Highly motivated employees perform better and are potentially more productive than less motivated employees. HRM practices contribute employees' job satisfaction and thereby increase their productivity which ultimately results better performance of an organization.

Several researchers have studied about the relationship between the practice of HRM and better performance of the organization, and there is a big debate about the influence of HRM practices on performance. Becker and Gerhart (1996) has emphasized in their study that the HR systems can have

a significant effect on organizational performance. Lado and Wilson (1994) explored that human resource systems have the potentials to assist the development and utilization of organizational competencies. Bartel (2004) in his study argued that positive HR practices that develop skills and provide incentives to use the skills ensure the high performance work of the employees. On the contrary, Purcell (1999) argued that HRM has a modest positive impact and in some cases no impact at all on performance. Many other empirical study found the statistically significant relationship between HR system or practices and organizational performance (Huselid and Becker 2000; Combs et al. 2006). However, there is general consensus among HR scholars that HR practices and organizational performance are at least weakly correlated (Purcell, 1999; Wright and Gardner, 2003; Paauwe and Boselie, 2005; Wall and Wood, 2005).

Some studies have shown relationship of particular HR practice with the positive impact on organization. For example Arthur (1994) argued that training and development functions of HRM decreases employee turnover in the organization. Paauwe and Richardson (1997) developed a model to show the relationship among the HR practices, HR outcomes and organizational performance. They showed that HRM activities bring positive change to the HRM outcomes that have positive influence on the performance of the organization.

Figure 2: Influence of HRM Activities HRM Outcomes and Performance
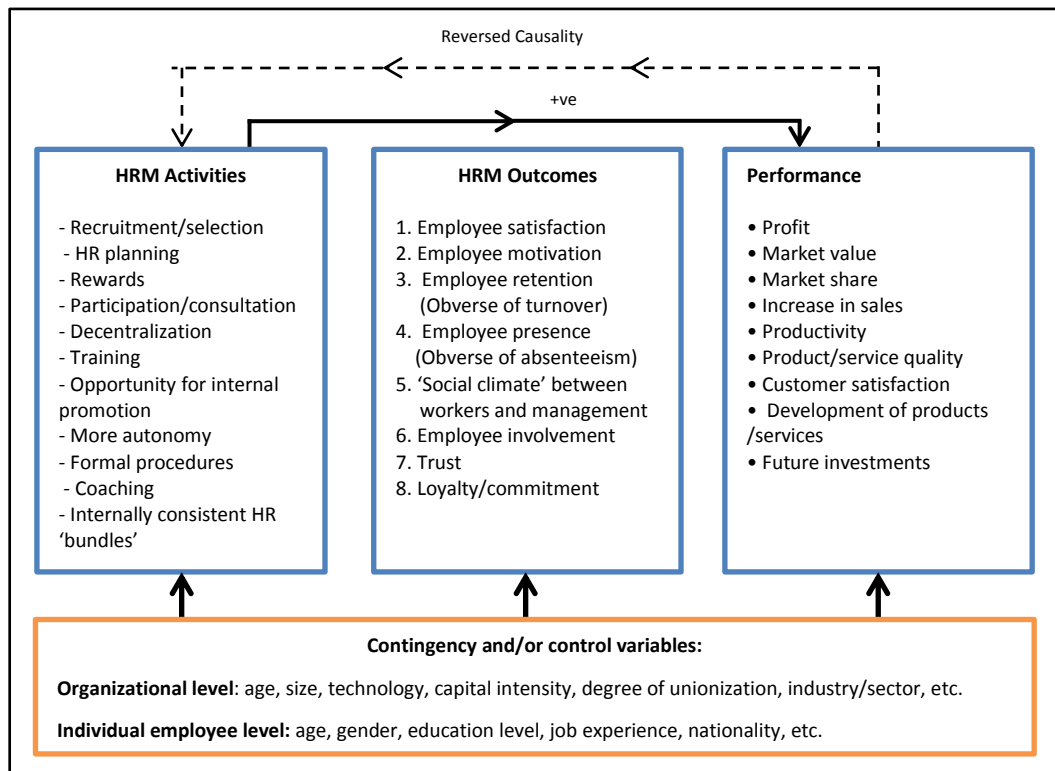
Source: Paauwe and Richardson (1997).

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2.3 Theoretical Framework

Job satisfaction as a concept has undergone many changes whereas several theories have been developed by different psychologists and management scholars. There are differences among experts and academics about the concept of job satisfaction and its determinants. They have assigned different degrees of importance to sources of satisfaction, which can be either intrinsic or extrinsic (Petrescu and Simmons, 2008). Intrinsic factors involve the individual characteristics of employees such as attitudes, feeling of responsibility, challenge, recognition, etc. which follow from the employees' own efforts, not from any other person. On the other hand, extrinsic factors depend on situation, environment or other external issues such as pay, working conditions, relationship with peers and superiors. The aim of the theories was to provide a framework for understanding the factors influencing job satisfaction as well as why the factors impact in such effects (Greenberg and Baron, 2003).

People have different view regarding the satisfying and dissatisfying factors. There is also difference in perception about the salient features in a stimulus configuration. Besides, the preferences or aversions of an individual depend on his present condition and upon the situations in which he finds himself. Psychologists dealing with motivation of people were in very difficult situation in coping with the above complications. The above mentioned differences have often been overlooked in the effort to discover general laws of motivation. The correlation between individual difference variables and situational factors has always been ignored. Many scholars and theorists failed to consider such complicating natures of human motivation particularly in studies of job situations and job behavior. The best examples in this regard include the views perpetuated by the scientific management theory, the later human relations, and two-factor theory of employee motivation (Dunnette et al., 1967).

Job satisfaction and motivation of employees have been widely investigated in many job situations and against many different theoretical frameworks. The classic theories have served as the basis for the evolution of job satisfaction research. Safiullah (2015) mentioned that there are five major approaches for understanding motivation and job satisfaction of employees in organization. The approaches are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. Campbell et al. (1970) divided the theories of job satisfaction into two groups, content theories which deal with the factors that influence job satisfaction, and process theories that try to give an account of the process by which

variables such as expectations, needs, and values relate to the characteristics of the job to produce job satisfaction. Maslow's Needs Hierarchy Theory, Herzberg's two factors theory, Achievement Theory of McClelland, X and Y Theory of McGregor and Adlerfer' theory of Existence, Relatedness, and Growth are examples of content theory whereas Adam's equity, Vroom's expectancy theory and Goal Setting theory of Locke are examples of process theory. In this section, the researcher will examine some widely used theories of job satisfaction which are also related to the HRM practices.

Maslow's need-hierarchy theory

Researchers have given much attention to the job satisfaction of employees in organizations and institutions after the emergence of Maslow's theory of Need Hierarchy in 1943 (Rast and Tourani, 2012). According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, self-esteem, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Maslow (1954) suggested that people are driven by unsatisfied needs that shape their behavior. He theorized that after a person has moved from a lower to a higher level of need, the higher-level needs assume less prominence since they have been adequately met. Maslow (1954) and Hoppock (1935) suggested that job satisfaction and dissatisfaction share a single continuum. They argued that both intrinsic and extrinsic factors have the capacity to create satisfaction and dissatisfaction. Maslow described one end of this continuum as a 'growth' needs and, at the other end of the continuum 'deficiency' needs.

Maslow's (1943, 1954) need hierarchical theory of motivation has had a major influence on the thinking and research of many scholars in the field of organizational behavior. Some important works influenced by this theory are Argyris' (1964) work on the conflict between the individual and the organization; McGregor's (1960) formulation of managerial styles, theory X and theory Y; Porter's (1962, 1963) national survey of managerial job attitudes; Beer's (1966) empirical work on the relationship among employee needs, leadership, and motivation (Alderfer, 1969). In the current study, compensation package is relevant to the Maslow's basic needs and job security, working environment related with safety needs, and communications program and caring for employees are similar with social needs of the hierarchy theory.

Herzberg Two Factors Theory

Herzberg et al. (1959) conducted a large-scale study to measure employee attitudes in a dynamic nature of job. The sample size of the study was 200 engineers and accountants. The theory was highly controversial, and at the same time the most replicated study which provided the foundation

for several other theories and frameworks in human resource development (Herzberg, 1987). DeShields Jr et al. (2005) argued that Herzberg's motivation-hygiene factor theory was considered non-traditional when it was introduced in 1959, but has become one of the most used, known, and widely respected theories for explaining motivation and job satisfaction.

Based on the findings of study, Harzberg and his associates concluded that job satisfaction consisted of two separate independent dimensions: the first dimension was related to job satisfaction, and the second dimension to job dissatisfaction (Herzberg et al., 1959). So, to measure job satisfaction of employees in organization, there are two distinct sets of factors and therefore they are called two factors theory. One set, if adequately fulfilled, results in satisfaction which are labeled as 'satisfiers' or 'motivators'. The other set, if deficit, causes dissatisfaction which are labeled as 'dissatisfiers' or 'hygiene factors'. The motivators are typically intrinsic factors; they are part of job content and are largely administered by the employee. The hygiene factors are extrinsic; they are part of job context and are under the control of the supervisor or someone other than the employee. Herzberg's theory did not define satisfaction and dissatisfaction as being at opposite ends of the same continuum. The opposite of satisfaction is not dissatisfaction, but no satisfaction. Similar, the opposite of dissatisfaction is not satisfaction, but no dissatisfaction. The extrinsic factors affect job satisfaction and if not adequately fulfilled can cause dissatisfaction, even if the motivating factors themselves are addressed satisfactorily (DeShields Jr et al., 2005).

In essence, the theory proposes that the primary determinants of employee satisfaction are factors intrinsic to the work that is done (i.e., recognition, achievement, responsibility, advancement, personal growth in competence). These factors are called "motivators" because they are believed to be effective in motivating employees to the best effort and performance. Dissatisfaction, on the other hand, is seen as being caused by "hygiene factors" that are extrinsic to the work itself. These factors include company policies, supervisory practices, pay plans, working conditions, and so on. The Herzberg theory specifies that a job will promote motivation and satisfaction only to the degree that "motivators" are designed into the work itself. Changes that deal solely with 'hygiene' factors should not lead to increases in employee motivation (Hackman and Oldham, 1976). The opposite of satisfaction is no satisfaction while the opposite of dissatisfaction is no dissatisfaction. The satisfaction of hygiene needs can prevent dissatisfaction and poor performance, but only the satisfaction of the motivation factors will bring the improvement of productivity among the employees (Herzberg et al., 1959).

It would be worthy to mention here that the conventional ideas of job satisfaction at the time Herzberg et al. published this theory considered satisfaction and dissatisfaction as extremes on a single continuum with a neutral condition in the midpoint in which the individual is neither satisfied nor dissatisfied (Behling et al., 1968). Workers shift along this singular scale with the change in factors or a new factor introduced. Consequently, many organizations tried to bring changes in hygiene factors to improve productivity. Herzberg et al. (1959) argued in their theory that this was the wrong approach. The motivation factors, not hygiene factors, must be improved in order to increase satisfaction.

According to Schermerhorn (1993), Herzberg's two-factor theory can be useful for managers who want to understand job satisfaction and related job performance issues. He asserts that Herzberg's two-factor theory emphasizes that there are two important aspects of all jobs: job tasks (or job content), and the work setting (or job context). Managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to ensure high job satisfaction.

In applying Herzberg's theory to this study, training and development of employees may be considered motivators or satisfiers (e.g. personal growth in competence). On the other hand, compensation and maintenance function of HRM may be considered as hygiene factors (e.g. pay plans, working conditions). This theory, thereby, can contribute in establishing determinants of employees' satisfaction in telecommunication sector in Bangladesh.

Expectancy Theory

Vroom's (1964) theory is based on the perception that the efforts of an employee will lead to performance and performance will lead to reward. Rewards may be either positive or negative. Positive rewards will motivate employees while negative rewards will not (Safiullah, 2015). Vroom (1964) defines motivation as the 'force' driving an individual to perform a particular job, as determined by the interaction of (a) the expectancy of the individual that his act will be result a particular outcome, and (b) the valence of that (first-level) outcome. This valence, in turn, is a function of "the valences of all other (second-level) outcomes and . . . (the first-level outcomes) instrumentality for the attainment of these other outcomes (p. 17)". Here, the first-level outcomes are the direct result of behavior (e.g., performing at a certain level, entering a certain work role), and they achieve their valence through their instrumentality for the securing of second-level outcomes (e.g., pay, promotion, recognition).

Expectancy theory refers to a set of decision theories of work motivation and performance [Vroom, 1964]. The common thread of these theories is a central expectancy core, the essence of which holds that the motivation (M) of an individual to perform at a particular level of effort is a function of the algebraic sum of the products of: (1) the individual's probability estimates (expectancies) that specific outcomes or rewards will follow from exerted effort and (2) the perceived desirabilities (valences) of the specific rewards or outcomes associated with performing at that level of effort (Behling et al., 1975, p. 449). Thus the theory assumes that an individual will select the behavior to engage in and the level of effort to be exerted on the basis of the subjective probability estimate that effort will lead to certain outcomes (cited in Ferris, 1977).

Following Vroom, a number of writers, most notably Graen (1969), Lawler (1971), LaMer and Porter (1967), and Porter and Lawler (1968), have also developed expectancy theories. They have criticised the theory of Vroom that it has lack of explicitness in defining and distinguishing between actions and outcomes, and between the different types of expectancies associated with each (Campbell et al., 1970 cited in Lawler, 1973a).

Other Theories of Job Satisfaction

Edward E. Lawler (1973b) explains job satisfaction in four basic conditions: the fulfillment theory, the discrepancy theory, the equity theory, and the two-factor theory.

The Fulfillment Theory: This theory explains the reaching of the thing needed. The basic rule of the happiness of workers is to satisfy their demands and getting their wishes. The satisfaction is measured here in terms of rewards a person receives or the extent to which his needs are satisfied. It is assumed that there is a direct/positive relationship between job satisfaction and the actual satisfaction of the expected needs. Workers are satisfied if their demands are totally provided. Namely, the more a worker earns the more he is satisfied and the less a worker earns the less he is satisfied. A higher rank job or an interesting job can satisfy them too.

The Discrepancy Theory: This theory is concerned on what the workers are expecting and what they are getting. Their expectations, evaluations and hopes of workers about their works are more important than what they are having in real. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction. Job satisfaction and dissatisfaction are functions of the perceived relationships between what one wants from one's job and what one perceives it is offering.

The Equity Theory: According to this theory, satisfaction of an individual is determined by his perceived equity determined by his input- output balance i. e. what a person receives from his job relative to what he contributes to the job. Workers consider what his qualifications and contribution to the work, and what are the contributions of his job to him. This theory is of the view that both under and over rewards lead to dissatisfaction. While the under reward causes feelings of unfair treatment, over-reward leads to feelings of guilt and discomfort.

The Two-Factor Theory: this theory, according to Lawler, regards the elements of reasons of fulfillment. Negative elements are lower wages, no job guarantee and such other factors. Fulfillment elements are, as Herzberg (1976) stated; realization of worker himself and reaching his goals.

There are a number of competing theories on job satisfaction which attempt to explain the nature and process of motivation and job satisfaction of employees in organizations. However, no comprehensive theory has been found in this area which covers all aspects of motivating factors. Each theory views the job satisfaction in a distinct way and considers it as a very complex psychological human behavior or attitude which varies depending on situation and time. Job satisfaction depends on a range of variables or determinants. Therefore, it is difficult to analyze all the factors of motivation using one theory or another.

Moreover, almost all theories of job satisfaction have assumed private sector environment, and provided too little attention to the messy situations that are usually encountered in public contexts. Perry (2000) criticized motivation theory, particularly with respect to its ability to explain phenomena experienced in many public and nonprofit organizations. The nature of job in public and private sector is different. The public sector works are mostly service oriented and intangible, concern about people's general welfare and most importantly less emphasize on profit earning. On the other hand, private sector is fully profit oriented and customer focused. Crewson (1995) argued that public sector employees place greater value on service than do private-sector employees. So, the factors and determinants of motivation and job satisfaction of the employees in public sector may not be the same as in private sector. However, one study conducted by Gabris and Simo (1995) found no differences between public, private, and nonprofit employees in perceived need for service, helping, pay, or job security. But Perry (2000) blamed Gabris and Simo for not using explicit measures of public sector motivation.

Therefore, Perry (2000) argued that construction of a theory for public-service motivation is of great importance to help identify those who are most capable and most suited for public-sector work, and at the same time to help public managers better understand the bases of motivation for their employees. It will also contribute in the broader understanding of motivation and management differences between the private and the public sector.

The current study aims at making a comparative analysis between a public mobile operator and a private operator in regard to the effectiveness of HRM practices for ensuring job satisfaction of employees. Having the limitations and difficulties with the motivation and job satisfaction theories for studying the topic, this study intends to take relevant and useful determinants and variables from different theories and literatures. The researcher constructs an analytical framework for the study in order to systematically explain the phenomena of effectiveness of HRM practices and its relationship with job satisfaction of employees and maximization of out in the two mobile operators in Bangladesh.

2.4 Analytical Framework

In a study of social science, it is not possible to cover all related aspects to explain any issue. Researchers incorporate different explanatory variables for their studies in order to address the research questions as well as fulfill objectives. The explanatory variables are identified based on reviewing related theories and existing literatures. The researcher also identified three sets of explanatory variables for the current study through triangulation of relevant theories of job satisfaction discussed above. It was mentioned earlier that the major objective of this study is to assess the effectiveness of HRM practices with a comparative analysis between Robi and Teletalk. The effectiveness has been measured here in terms of the level of satisfaction among the employees regarding the three major practices of HRM and output maximization in the two mobile operators.

The compensation package has been taken as the first set of contingency variable has been taken. Salary, provident fund, rewards etc. are the most important factors for job satisfaction of employees. Several theories of motivation or job satisfaction argued for it. Maslow's physiological need includes salary and benefits while Harzberg considered it as dissatisfier or hygiene factor. The other theories described above i.e. expectancy, fulfillment, discrepancy and equity theory also put much importance on rewards and fulfillment of expectations.

Personal growth and advancement is a motivating/growth factor according to the Two Factor theory, and similarly, Maslow and other theories also supported the performance and development of employees as determinants of job satisfaction. So training and employee development has been taken as the second set of explanatory variables.

The main attractive characteristic of the government jobs in Bangladesh is the job security. Besides, working environment, relationships and management's caring for employees are the significant factors to influence job satisfaction. Maslow's safety need and Harzberg's two factors highlighted these variables which contribute in retention of employees to a great extent. So, maintenance or retention of employees has been identified as the third set of contingency variable.

Total three sets of contingency variables have been selected to explain the only dependent variables- the effectiveness of HRM practices. The effectiveness is measured here in terms of the level of job satisfaction among the employees as well as output maximization of the organizations. The relationship between the selected contingency and dependent variables is shown in the following diagram:

Figure 3: Analytical Framework

Contingency Variables

Compensation
- Salary, provident & gratuity
- Salary and job responsibility
- Reward and incentives
- Salary increment

Training
- Orientation & Socialization
- Training need assessment
- National and international training
- Training-promotion linkage

Maintenance
- Safe and healthy working environment
- Caring for employees' well-being
- Appropriate communications programs
- Job security and career opportunities

Dependent Variable

Effectiveness HRM Practices

Job satisfaction & output maximization

2.4.1 Variable Matrix and Indicators

The researcher identified some indicators of each variable in order to give specific focus of the study. Apart from that the indicators are very useful for questionnaire designing, data collection and interpretation. The selected indicators the variables have been presented in the following table:

Table 1: Variables and Indicators

Contingency Variables	Indicators	Dependent Variable
Compensation Administration	• Salary, provident & gratuity • Salary and job responsibility • Reward and incentives • Salary increment	**Effectiveness of HRM Practices** • Level of job satisfaction among the employees • Level of output maximization in organizations
Training for Employees	• Orientation & Socialization • Training need assessment • National and international training • Training-promotion linkage	
Maintenance of Employees	• Safe and healthy working environment • Caring for employees' well-being • Appropriate communications programs • Job security and career opportunities	

2.5 Chapter Summary

This chapter has provided detail description of related concept in the purview of relevant and existing literatures. The conceptual framework has revealed that all the selected terms and variables are highly relevant and correlated with job satisfaction of employees in any organization. Then the chapter has discussed the major theories of motivation and job satisfaction considering their relevance with the study. After discussing the relevant concepts and theories, an analytical framework has been developed at the end of this chapter. The framework will be used in detail discussion of data findings from the study. The next chapter will present background information of telecommunication of Bangladesh with details discussion on the evolution of mobile operators.

CHAPTER III: TELECOM INDUSTRY IN BANGLADESH

3.1 Introduction

The telecommunication industry has grown rapidly and become one of the most important and attractive business markets in Bangladesh. There are mainly three kinds of service providers in telecommunication system: public switched telephone network, mobile phone operators and long distance operators. Over the last 20 years, mobile phone system has become so popular that it overflowed other systems of telecommunication in daily life. In 1993 Bangladesh adopted cellular technology as the first South Asian country by introducing AMPS[i]. Although, mobile license was issued at first in 1989 but it took long time to launch the services. At the beginning, the network coverage and number of subscribers were very limited due to extremely high subscription cost and call rate in a monopoly business of only one operator, Pacific Bangladesh Telecom Limited (popularly known as Citycell). However, in 1996, three GSM[ii] licenses were awarded aimed at breaking the monopoly and making the cellular technology affordable to the general people (BTRC Website, 2016). After that the mobile phone sector in Bangladesh started growing very fast and has helped boost the economic and social development in the country. Currently, mobile phone sub-sector having six operators is dominating telecom voice market in Bangladesh with 97% market share while PSTN[iii] (i.e. land phone) is 3 % only. At present, the competition among operators is very intense and call rates are among the lowest in the world.

The cell phone industry has extensively changed everyday life of the millions making communication fast and easier which has great impact on the economy of the country. In the last 17 years, the industry invested more than Tk. 84,000 crore. Besides, the telecom industry alone invests 60 percent of total foreign direct investment in Bangladesh, which is around 10 percent of the national revenue. Moreover, the industry has paid more than Tk. 53,000 crore to the government exchequer as taxes, revenue sharing and spectrum charges (Mamun, 2015). In essence, mobile phone sector is contributing a lot in social, economic and human development as a whole in Bangladesh. Although the main aim of this study is to assess the effectiveness of HRM practices in two mobile operators, but it would be worthy to give an overview of all mobile companies operating in Bangladesh telecommunication sector. This chapter, therefore, will discuss briefly about history of telecom industry and mobile operators, and evolution of mobile subscribers in the country in order to make a context of the current study for analysis.

3.2 History of Telecom Industry in Bangladesh

The telecommunication in Bangladesh is not a new thing; it has a long history started from British India. The government at that time introduced the telecommunication system to a limited extent in this territory and established a telegraph branch under the post and telegraph department in 1853. After the liberation of the country, Bangladesh Telegraph and Telephone Department was reconstructed under the Ministry of Posts and Telecommunications. In 1975, Telegraph and Telephone Board was formed which is popularly known as T&T Board and later in 1979, it was renamed as Bangladesh Telegraph and Telephone Board (BTTB). The board was assigned the authority to issue license for telecom and wireless services. The first legislation in this technology sector was the Telegraph Act, 1885 which was further extended by the Wireless Telegraph Act, 1993. For efficient management, functioning and development of telecom sectors in Bangladesh BTTB Ordinance of 1979 was formulated which was revised in 1995. BTTB, at that time, was the sole service provider of telecommunication in the country. The liberalization of Bangladesh Telecommunications Sector took place in 1989 through issuing license to a private operator for cellular mobile services. When the private operator started to compete with the previous monopoly provider of Telecommunications services the BTTB, different new services and innovation were brought into sector. Telephony broke the barrier of traditional means of just voice conversations. Several new elements got part of the platform-mobile, PSTN[iv], data, internet, imaging, messaging, media, entertaining, banking, advertising etc.

Remarkable development in the telecommunication sectors occurred in the late 1990s when three more private mobile companies were awarded license to operate in the country. The joint initiatives and extensive effort of both public and private sectors have helped to grow this sector. The booming development of the industry persuaded to formulate legislative frameworks in order to proper management of telecommunication sector of Bangladesh. The current regulatory framework in Bangladesh is basically consists of the National Telecommunications Policy White Paper 1998 and the Bangladesh Telecommunications Regulatory 2001. The act details out the framework for an independent regulator, Bangladesh Telecommunication Regulatory Commission (BTRC) as well as a broad framework for licensing and spectrum management of cellular operators (GSMA Intelligence 2014). BTRC started his journey from 31st January 2002 to conduct the activities, necessary authority, responsibilities and related concern conferred to BTRC by the Ministry of Posts and Telecommunications. Major responsibilities of BTRC include establishing, operating, regulating, maintaining telecommunication establishments and providing various telecom services in the

country, and fixing charges on the subscribers, ensuring the services for the subscribers and to ensure people's. The social and economic behavioral patterns of the telecom service providers are also monitored by the BTRC to ensure that the users are not subjected to harassment and not indifferent in nature. After the amendment of Telecommunication Act in 2010, prior approval from government was made mandatory for issuance of any telecom license, for transferring ownership or to cancel any license, and for determining call charge and other charges. Thereby, certain powers to regulate the telecommunications sector have been transferred to the Ministry of Post and Telecommunications with the amendment in the act.

Bangladesh Telecommunication Milestone

The telecommunication industry has made a landmark development during the last 163 years starting from British India period. The major development milestones are given in the following table:

Table 2: Chronological Development of Bangladesh Telecommunication

Landmark Years	Development of Bangladesh Telecommunication Industry
1853	Establishment of Telegraph branch under the Department of Posts and Telegraph in British India
1971	Establishment of Bangladesh Telegraph and Telephone Department under Ministry of Posts and Telecommunications
1975	Establishment of Telegraph and Telephone Board
1979	Renamed as Bangladesh Telegraph and Telephone Board (BTTB)
1989	Bangladesh Rural Telecom Authority and Sheba Telecom got license to operate exchange Cellular mobile phone company Pacific Bangladesh Telephone Limited and Bangladesh Telecom got license to operate in the country
1995	Introduced card telephone service by BTTB and TSS[v]
1996	3 mobile operators: Grameenphone, Telecom Malaysia International Bangladesh and Sheba Telecom got cellular mobile Telephone license
1998	National Telecom Policy 1998 formulated
2001	Bangladesh Telecommunication Act, 2001 enacted and established Bangladesh Telecommunication Regulatory Commission (BTRC)
2004	Government owned operator Teletalk cellular mobile launched its operation
2005	Egypt-based Orascom Telecom Holdings (OTH) purchased 100% of the shares of Sheba Telecom and afterward it was rebranded as 'Banglalink'
2008	BTTB converted into Bangladesh Telecommunications Company Limited (BTCL) Japanese NTT DoCoMo bought 30 percent share of Aktel (Rebranded to Robi in 2010)
2010	Bharti Airtel bought 70 percent share of Warid Telecom, and in 2013 rest 30% also were also bought by Bharti Airtel
2012	Teletalk introduced 3G mobile service
2013	3G Mobile Services License awarded to 4 Operator
2014	64 districts covered with 3G by Grameenphone, Banglalink and Robi

Source: BTRC and Mobile Operators' website

3.3 History of Mobile Operators in Bangladesh

In spite of being one of the poorest, most densely populated, least developed countries in the world, Bangladesh has revealed a way to grow in telecommunications remarkably in mobile phone sector. Following a number of years of steady growth, starting from a very low base, the total number of mobile phone active subscribers has 131.085 million at the end of February, 2016 (BTRC Website) in a country of 160 million people. Enhanced use of mobile phones can help developing countries like Bangladesh to fight against poverty and empower poor men and women. Bangladesh has been highly lauded for its success in the mobile phone coverage in terms of population and territory and for a relatively faster penetration and revolutionary changes to lower call-charges than many other countries.

The history of mobile phone is not very new in this poor country as it has already passed two decades starting from the early part of 1990s. The beginning of mobile phone has been pretty late in our country compared to that of the neighboring and developed nations. The mobile phone sector started its journey with only one operator, Pacific Bangladesh Telecom Ltd, which launched the first mobile service in Bangladesh in 1993 with CDMA (Code Division Multiple Access) technology which was very expensive. The costly mobile service later came to the general people with the introduction of comparatively cheap GSM technology (Hasan 2010). Major breakthrough happened in the mobile sector in 1996 when three more private operators, GP, Banglalink and AKTEL, entered the market and pushed forward the business in Bangladesh. Till 1997, only three out of the country's 64 districts were under mobile network coverage, which reached 30 in 2000, 50 in 2002, 61 in 2004 and now all districts are under the wireless network (Rahman 2011).

Since the beginning the mobile market of Bangladesh attracted the attention of foreign companies and investors. They bought full stake of mobile companies or established joint ventures with Bangladeshi companies and thereby, within a few years an explosive growth and the earth shivering changes yielded up in the mobile phone sector in the country. Currently, Bangladesh mobile telecom industry is dominated by foreign companies and investors. 70 percent of the total mobile market is owned by foreign companies while government and other companies of Bangladesh hold only 30 percent ownership. Among the six mobile operators Robi, Banglalink and Airtel are entirely (100%) owned by foreign companies, Grameephone and Citycell are in joint venture, and only Teletalk is fully state owned company of Bangladesh. Since 2005, the mobile market has become tough for bottom three operators, Citycell, Teletalk and Airtel, as the top three operators, GP, Banglalink and

Robi, in the meantime acquired more than 90 percent market shares waging a stiff price war (Hasan 2010).

Table 3: Mobile Operators in Bangladesh

Serial	Name	Issue of License	Date of Commencement	Ownership
First	Citycell	26-07-1989	11-08-1993 (as HBTL), 1996 (as Citycell Digital)	Pacific Motors Ltd 37.95% Far East Telecom Ltd 17.51% Singtel 44.54%
Second	Grameenphone	11-11-1996	26-03-1997	Telenor 55.8% Grameen Telecom 34.2% Publicly held 10%
Third	Robi	11-11-1996	11-08-1997 (as Aktel), 28-03-2010 (as Robi)	Axiata Group Berhad 92% NTT DoCoMo 8%
Forth	Banglalink	11-11-1996	03-09-1997 (as Sheba), Feb, 2005 (as Banglalink)	Global Telecom Holding 100%
Fifth	Teletalk	01-09-2004	31-03-2005	Bangladesh Government 100%
Sixth	Airtel	20-12-2005	10-05-2007 (as Warid), 20-12-2010 (as Airtel)	Bharti Airtel 100%

Source: Based on information available on BTRC and Mobile Operators' websites.

Pacific Bangladesh Telecom Limited (Citycell)

In 1989 Bangladesh Telecom Limited (BTL) was awarded a license to operate cellular and then in 1990 Hutchison Bangladesh Telecom Limited (HBTL) was incorporated in Bangladesh as a joint venture between BTL and HBTL. They began commercial operation in Dhaka using the AMPS mobile technology in 1993 and became the 1st cellular operator in South Asia. HBTL changed its name to Pacific Bangladesh Telecom Limited (PBTL) in February 1996 and launched the brand name "Citycell Digital" to market its cellular products. Currently, Citycell is owned by Pacific Motors Limited of Bangladesh (37.95%) Far East Telecom Limited of Taiwan (17.51%) and Singapore based Singtel Asia Pacific Investment Pte Ltd. (44.54%). Citycell uses CDMA technology which prevents a user to switch from one operator to another. If the users want to change the operator (Citycell), they must need to change the handset. From 1993 till 1996 the mobile phone services were monopolized by the Citycell. The cost of mobile phone was very high more than one lakh taka and the call rate was also beyond the capacity of general people. Therefore, the mobile service in Bangladesh remained limited to only a few rich people, due to its very high price (Hasan, 2010). At the end of 2007 Citycell had renovated its old brand identity, introduced a new logo and corporate identity. However the slogan has remained unchanged "Because we care".

Grameenphone Ltd. (GP)

Grameenphone Limited (GP) launched mobile phone service on March 26, 1997, the Independence Day in Bangladesh and it was the first operator with GSM technology. GP pioneered the then breakthrough initiative of mobile to mobile telephony and became the first operator to cover 99% of the country's people with network. After that the situation started to get better in terms of price reduction and quality. GP received a license for cellular phone operation in Bangladesh on November 28, 1996 and started operations on March 26, 1997, the Independence Day in Bangladesh. GP is a private company; its ownership is now divided into 3 parts. The major part is owned by Telenor Mobile Communications (TMC) of Norway which owns 55.80% of total share whereas Grameen Telecom (GTC) owns 34.20% share and general public and other institutions have only 10% share. On November 16, 2006, GP formally changed its logo to match its parent company Telenor's logo. The company was successfully listed to the capital market in November 2009 and subscribed the largest IPO[vi] in the history of the Bangladesh capital market. GP was also the first mobile operator in Bangladesh to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services. In October 2013 the company launched 3G services commercially (GP Website).

Robi Axiata Limited (Robi)

In 1997, AKTEL launched its services in Bangladesh which was initially a joint venture between Telekom Malaysia (70%) and the local AK Khan Group (30%). Later, in 2008, the company was rebranded as Axiata Bangladesh Ltd when AK Khan Group sold its 30 percent share in AKTEL to Japanese NTT DoCoMo INC. Axiata Bangladesh Ltd rebranded with a new name 'Robi' replacing the earlier brand name of 'AKTEL' in March 28, 2010 (The Daily Star, 2010). On May 2013, Japan's NTT Docomo, the reduced its share to 8 percent from 30 percent showing reason of unfriendly regulatory environment and business uncertainties in Bangladesh. Henceforth, Axiata Berhad of Malaysia increased its stake from 70 to 92 percent (Khaled and Mamun 2013). Now, 100 percent foreign ownership of Robi is divided among Axiata Berhad of Malaysia (92%) and NTT DoCoMo (8%). The services of Robi support 2G and 3.5G voice, CAMEL Phase II & III and 3.5G Data/GPRS/EDGE service with high speed internet connectivity. It has GSM service based on a robust network architecture and cutting edge technology. The company has International Roaming connecting 600 operators

across more than 200 countries. Robi's customer centric solution includes value added services (VAS), customer care, digital network security and flexible tariffs (Robi Website).

Banglalink Digital Communications Limited (Banglalink)

Sheba Telecom Private Limited got license to operate exchange in 199 Upazilas in Bangladesh and in 1996 it obtained GSM license to extend its business to cellular mobile as the third mobile operator (BTRC Website). Egypt based Orascom Telecom, a subsidiary of Global Telecom Holdings, bought 100 percent share of Sheba Telecom in 2004 and started its operation with new brand name-banglalink. It had taken massive tariff reduction strategy to grab significant share of the market after the inception in the mobile market of Bangladesh as banglalink brand on February 10, 2005. As a result, the company became the second largest market player among the six operators in terms of subscriber acquisition by the end of 2007 (The Daily Star 2008). Banglalink is now fully owned by Cairo-based Global Telecom Holding where VimpelCom has a 51.7 percent stake. Global Telecom Holding is a member of the VimpelCom Group, a Norwegian-Russian telecoms firm and one of the world's largest mobile telecommunications providers by number of customers. With a simple mission: "bringing mobile telephony to the masses" banglalink changed the mobile phone status from luxury to a necessity, and made mobile phone services affordable to the general people of Bangladesh. "Start something new" is the slogan of banglalink brand which is dedicated for empowering people with affordable communication solutions so that they can make change in life with new initiatives (Banglalink Website).

Teletalk Bangladesh Ltd. (Teletalk)

Keeping a specific mission in mind 'Desher Taka Deshey Rakhun' (Keep the money of your country in your country), in 26th December, 2004, the only state-owned mobile operator, Teletalk Bangladesh Ltd., introduced in the mobile market as a public limited company registered with the joint stock companies of Bangladesh under the companies Act 1994. It started its journey as the country's fifth operator in March 2005 with very high public expectation and some lucrative offers different from existing operators at that time. The total shares of Teletalk are owned by the Government of the People's Republic of Bangladesh. As the only operator with 100% native technical and engineering human resource base, Teletalk thrives to become the true people's phone– "Amader Phone". As of now, it has already established its network foothold in 64 Districts, 402 Upazilas, and most of the highways (Teletlk Website). Recently on March 2016, Teletalk unveiled its new logo and website, and

rolled out a new slogan- "Connect to Happiness", replacing "Amader Phone". It also have plan to launch new data and voice packages and a modern complaint system (The Daily Star 2016)

Along with brand refurbishment, currently, Teletalk is also working on setting up 1,000 new base stations across the country. The operator currently has 3,750 base stations, of which only 1,562 are 3G sites. It has covered 476 Upazilas with the 2G technology but their 3G coverage is available at only 91 Upazilas. The operator is now focused on expanding 3G coverage to all Upazilas and highways (Islam 2015). In order to expand its coverage the government sought investment for Teletalk from the Malaysian government (The Daily Star 2016)

Airtel Bangladesh Limited (Airtel)

Indian telcom giant Bharti Airtel entered Bangladesh mobile market by acquiring a 70 percent share of UAE based Warid Telecom in December 2010 and by picking up the remaining 30 percent in 2013. Warid Telecom obtained license to operate as the sixth mobile phone operator in December 2005 and started rolling out its network from mid-2006, and finally launched commercial operations on May 10, 2007 covering 26 districts of the country. At the end of 2009, Warid Telecom expressed its willingness to have partner as a huge investment was required for the expansion of its operations. Along with Airtel several other companies, such as SingTel, Vodafone and Etisalat, had also approached Warid to form a partnership in Bangladesh since Warid was a lucrative option for prospective investors, as the company was the lone owner of the Next Generation Networks (NGN). Finally the Airtel got the deal (Hasan 2009).

Another significant change in the mobile market in Bangladesh is going to take place through merger deal between Robi and Airtel. The discussion on the possible merger started at the end of August 2015 and finally they have signed the merger deal on January 28, 2016. The merged entity will operate under the brand name of Robi and become the second largest operator in Bangladesh with around 38 million subscribers. After the approval of BTRC the stake of merged entity will be divided into 3 ownerships where Robi Axiata will hold 68.7 percent, Bharti Airtel 25 percent and NTT DOCOMO of Japan 6.3 percent (The Daily Star 2016).

3.4 Evolution of Mobile Subscribers in Bangladesh

In Bangladesh the number of mobile subscribers was very limited at the beginning in 1993. In the first year the total subscribers was only 250 and till 1999 the number was below 1 lac. In 2002, the

mobile phone users crossed 1 million and the rapid growth started from 2005 was really amazing. Millions of new subscribers added in each year. Following table will show the subscribers growth rate in the country:

Table 4: Mobile subscriber (in ml) growth in Bangladesh from 2002.

Year	Subscribers	Growth Rate (%)
2002	1.075	107
2003	1.365	27
2004	2.782	104
2005	9.000	224
2006	19.131	113
2007	34.370	80
2008	44.640	30
2009	51.359	15
2010	67.924	32
2011	84.369	24
2012	97.180	15
2013	113.784	17
2014	120.350	6
2015	133.720	11
Jan 2016	131.956	-1.32
Feb 2016	131.085	-0.66

Source: BTRC Website and IndexMundi

The above table shows that the number of mobile subscribers is growing rapidly from one million in the year 2002 to around 134 million at the end of 2015. But at the beginning of 2016 the subscribers of mobile phone reduced since the operators are losing customers after the government mandated fingerprint re-registration for all SIMs. In the first two months of 2016, mobile phone subscribers reduced 1.97 percent that dropped the total number of subscribers to 131.085 million at the end of February, 2016 from 133.956 million in December, 2015 (Islam 2016). In the last two decades, the number of subscribers had never tended to fall rather it was always climbing up. The following figure can demonstrate a perfect picture to understand the subscribers' growth rate:

**Figure 4: Mobile Subscriber Growth in Bangladesh from 1992-2016**
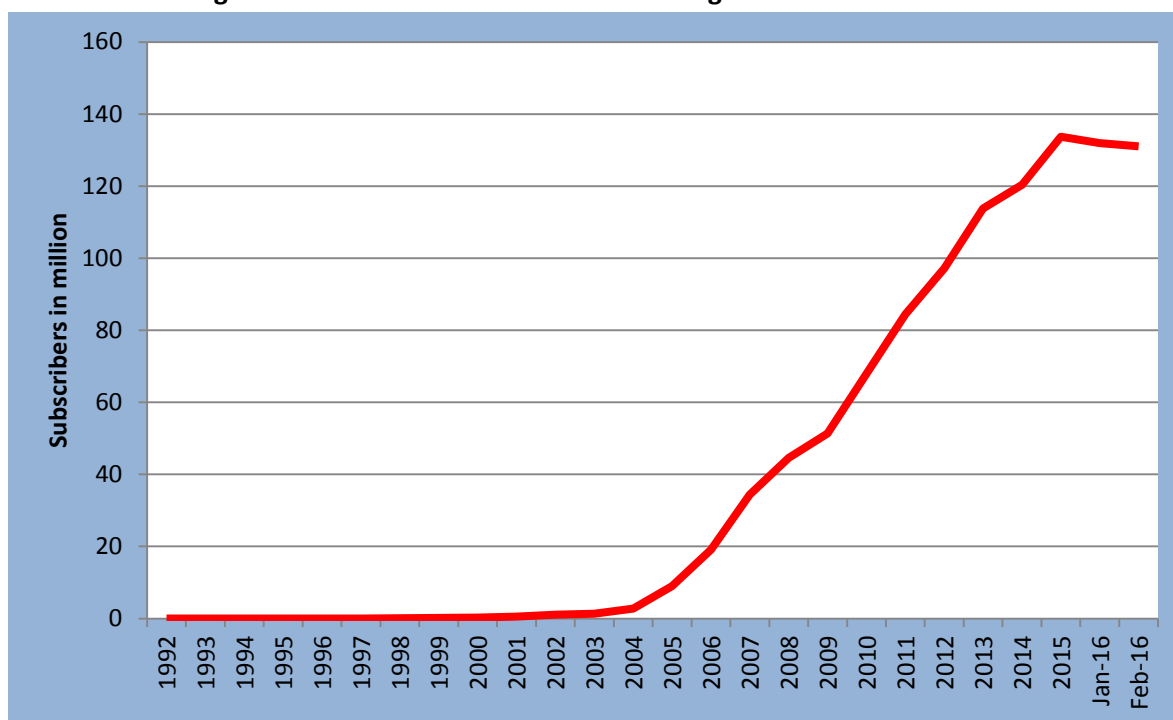
Due to the sky-scraping competition, service providers came up with lucrative packages, putting pressure on profit margins and revenues, as they battled for customers. However, the number of mobile subscriber reflects connections or sold SIMs only, not the number of people. Therefore, the actual number of mobile users is less than the subscribers' number shown in the above figure and table as there are so many individuals using more than one SIM card or operators. Several kinds of packages and attractive offers provided by different mobile operators influence users to obtain more than one connection in order to get more benefits. The current population of Bangladesh is around 163 million as of 2016, and according to the World Bank data 65 percent of Bangladeshi population or around 106 million is 15-64 years old. If the range of ages from 15 to 64 years is considered as eligible individuals to used mobile phone then total subscribers should not be more than 106 million. As per the current mobile subscribers in Bangladesh the mobile phone penetration rate is more than 80 percent. But in many countries of all over the world mobile phone penetration rates are found more than 100 percent[vii].

Having a large number of populations, Bangladesh has a huge potential in mobile telecom sector and it grew at such an incredible rate within just a decade that anyone could hardly imagine. Now there are a number of players fighting so hard for their respective market share and as a result the subscribers as well as the economy of the country are benefitted from this tremendous competition. All six operators are trying to grasp new users especially young individuals who will take new

connection as beginners. Therefore, most of the offers and packages of mobile operators focus on young age people. As of February, 2016, leading operator GP stays ahead, as always it was since the beginning, with more than 56 million users, while Banglalink, in the second place, has now around 32 million, Robi with 27.55 million is in third position, Airtel is in forth having 10.35 million, fifth and sixth position hold by Teletalk and Citycell with only 4.26 and 0.83 million subscribers respectively. The only change in the position happened to Citycll and Teletalk. Previously, Citycell was in the fith positon and Teltalk was in the sixth.

**Figure 5: Mobile subscriber of different operators in Bangladesh (February, 2016)**
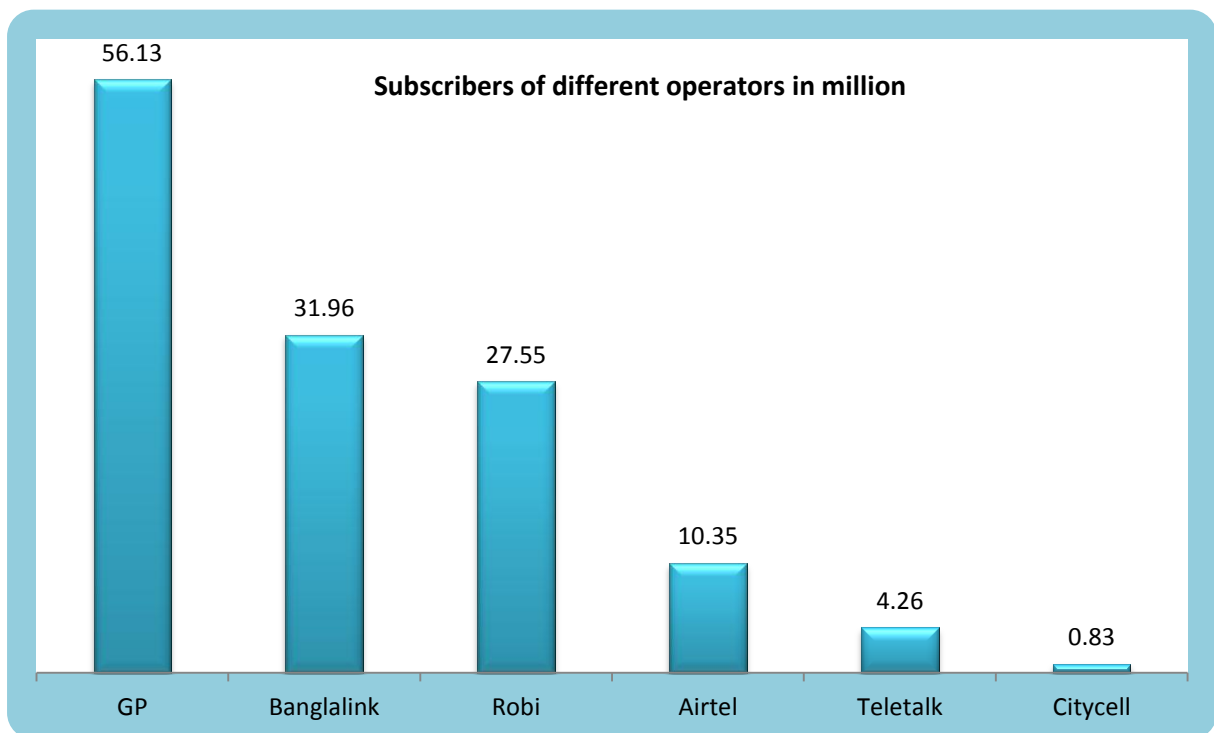
Source: BTRC Website

GP acts as the market leader and captures about 43% market share. The second largest part of the market is owned by Banglalink (24%), Robi is in 3rd position with 21% whereas Airtel poses around 8% of market share and the rest 2 operators have very insignificant portion of the total market.

Figure 6: Mobile market share ratio of different operators, as of February, 2016.
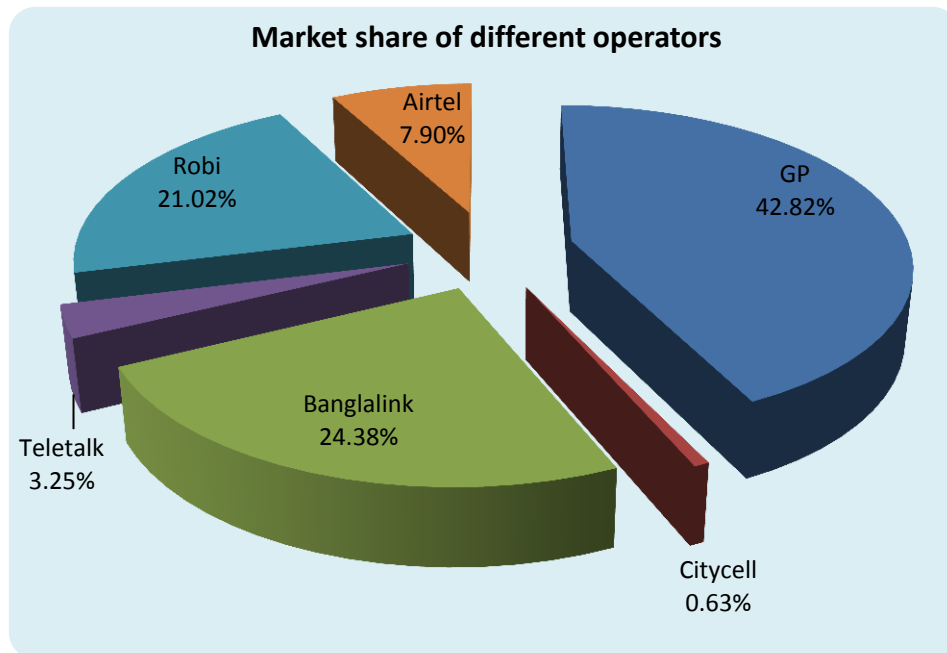
Source: BTRC Website

3.5 Chapter Summary

History of telecommunication industry in Bangladesh is basically captured by the evolution of mobile phone. Telegraphs and land phone were introduced long time ago in British India period, but its importance and usefulness were demolishing with the span of time after the introduction of cellular mobile phone system just two decades ago. Within very short time history of mobile operators, a number changes were taken place. Changes in ownerships and shareholders, rebranding or renaming of operators, logo change and merging deals are among the significant part of mobile phone history in Bangladesh. All these changes and issues may have some sort of impact on human resource management policies and practices in the mobile companies. Along with the history of telecommunication sectors, this chapter also highlighted the rapid growth of mobile subscribers and positions of operators in ever changing cellular market in Bangladesh. In this historical context, the following chapter will discuss about the data and findings regarding the HRM practices and the level of job satisfaction among the employees of two mobile operators- Robi and Teletalk.

CHAPTER IV: PROFILE OF ROBI AND TELETALK

4.1 Introduction

As mentioned earlier, the main objective of the current study effectiveness of HRM practices through measuring the level of job satisfaction among the employees of telecommunication industry with a comparative analysis between a private mobile operator, Robi Axiata Limited, and Teletalk Bangladesh Limited, the only domestic and sole state owned mobile company. HRM, as a significant and core part of an organization must be efficient and effective enough to deal with ever changing working environment and level of motivation as well as job satisfaction of employees. Beside the selection of right person at the right place, the major responsibility of HRM department includes the maintenance of qualified employees through ensuring motivating condition in terms of compensation, training and favorable working environment. Service sector organizations like mobile operators require very effective HRM practices for delivering quality customer care in order to attract prospective subscribers and retain the existing users. In terms of HRM strategies and practices, there are significant differences between a fully foreign owned Robi and Teletalk, an operator with completely public in nature. Besides, HRM policies and practices are subject to the organizational structure, purpose, principles, commitment of management, legal framework and so on. This study is to make a comparative assessment between the two operators on the basis of some HRM issues and practices. Before proceeding to the main discussion, a brief comparative description regarding the profile of two companies can be useful for understanding their background and context.

4.2 Comparison between Robi and Teletalk

Robi Axiata Limited and Teletalk Bangladesh Limited are the two mobile companies operating their cellular mobile phone services all over the country for a long time. They are trying to spread out the network coverage to every corner of the country and attract people to subscribe and use their services taking different strategies, packages and lucrative offers. The following table highlights some areas of difference between the two operators.

Table 5: Basic Information about Robi and Teletalk

Areas of Difference	Robi Axiata Limited	Teletalk Bangladesh Limited
Ownership	Private and foreign ownership	Public and domestic ownership
Stakeholder(s)	Axiata Group Berhad 92% NTT DoCoMo 8%	Government of Bangladesh 100%
Brand name	Robi	Teletalk
Issuance of license	11th November, 1996 (as third operator)	1st September, 2004 (as fifth operator)
Commencement of operation	First started journey on 11th August, 1997 with the brand name 'Aktel', then on 28th March, 2010 rebranded as Robi	31st March, 2005
Length of operations	12.8 years as AKTEL and 6 years as Robi	11 years
Number of subscribers	27.55 million (as of February, 2016)	4.26 million (as of February, 2016)
Market share	21%	3.25
Internet	Internet connection 2G and 3.5G	Internet connection 2G and 3G
Value Added Services	SMS & Messaging, Calling & Mobile Management, Social & Chat, Music, Finance & Career, Information Services, Robi News Services, Islamic Services, Lifestyle & Education, Loyalty Program, Entertainment, Multimedia.	Job & Recruitment, Education, Music, Call Management Services, News updates, Teletalk Mobile TV, Games, REB Bill Payment, Islamic Services, IVVR Service, IVR-OBD, Follow Me, Mobile Messaging Services, Entertainment, Mobile Health, Mobile Financial Services.
Packages	**Prepaid:** Unlimited FnF, Hoot Hut Chomok 32, Robi Club 34, Goti 36, Nobanno 37, Shorol 39. **Postpaid:** Postpaid Pack 1, Postpaid Pack 2.	**Prepaid:** Youth (2G & 3G), Agami (2G & 3G), Ekush (2G & 3G), Bijoy (2G & 3G), Standard (2G), Shadheen (2G & 3G), Projonmo (3G), Bornomala, Shapla (2G) **Postpaid**: Shapla (2G & 3G), Gravity (3G), Rajanigandha.

Source: Websites of Robi and Teletalk

4.3 Organizational Profile of Robi

Robi Axiata Limited, one of the leading mobile operators in Bangladesh, is a joint venture company between Axiata Group Berhad of Malaysia with 91.59% stake and NTT DoCoMo Inc. of Japan with 8.41%. In 1997, Robi commenced operation as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. With its strong network and seamless connectivity, Robi is empowering more than 27 million people and placed third position in terms of subscribers' number and market share in the country. It is also the first operator to introduce GPRS and 3.5G services in Bangladesh. Robi, as the first operator, has successfully retained the ISO 9001 standard consecutively for the tenth year which demonstrates Robi's firm commitment to provide quality products and services to its valued subscribers. This standard also indicates the maintenance of required process and resources for

Quality Management System of Robi in order to achieve customer satisfaction through ensuring quality of product and services (Press release of Robi 2015).

Axiata is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. Axiata Group Berhad, including its subsidiaries and associates, has approximately 120 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia). On the other hand, NTT DOCOMO INC is the world's leading mobile communications company and the largest mobile communications company in Japan. DOCOMO serves over 56 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people (Robi Website).

4.3.1 Principles and Purposes of Robi

Robi as the emerging mobile phone operator in Bangladesh follows some core principles of integrity and focuses on customer satisfaction. In an interview, Manager, HR Business Partner of Robi mentioned that *"Maintaining the highest ethical standards and integrity in our operations is a crucial factor at Robi. Therefore we have introduced our Guiding Principles that we expect our employees to embed in their minds and uphold in discharging their responsibilities. Our Code of Business Ethics safeguards our ethical standards by clearly defining our way of working. With such systems in place we ensure that we do business with a conscience and safeguard our employees from exploitation. We expect our employees to exemplify the guiding principles in their work and regulate their actions by the stipulations in the Code of Conduct"* (interview held on March 15, 2016). Besides, in the website of Robi, some principles of uncompromising integrity are clearly specified, such as:

Robi will:
- be legally, ethically, and morally correct,
- be fair and honest in its conducts,
- will listen, seek understanding and encourage open dialogue,
- be passionate in pursuing its beliefs,
- treat others with dignity, valuing and benefiting from diversity,
- be accountable for its actions and behaviors on fellow employees, customers, shareholders, and the communities in which it operates,
- be courageous in sharing its work and bold to learn and improve from the mistakes,
- adhere to its Code of Conduct, protect and uphold it.

Robi puts its customers at the center point of consideration for service delivery. As it has been mentioned in the website that Robi will:

- be customer centric delivering their needs in terms of value, quality and satisfaction,
- be unrelenting in creating positive experience with customers, at every point of interface, sale and post-sale,
- take simplicity as the key for the customer to learn about Robi, buy from it, and get support from it whenever, wherever,
- strive for continuous innovative solutions in every sphere of its work,
- have engagement with the customers to know their demands and design its actions to care for them better than the competitors can,
- not be distracted from creating and providing value for its customers.

4.3.2 Organization and Management Structure of Robi

Robi Axiata Limited in Bangladesh consists of a board of directors with one Chairman, one Managing Director and CEO four Directors and two Advisers to the board. Since the Robi is fully foreign owned company, most of the members of board are foreign nationals with majority from Malaysia whereas one Director from Japan and one Adviser from Bangladesh. Mr. Tan Sri Ghazzali Sheikh Abdul Khalid is serving Robi as the Chairman of Board of Directors while Mr. Supun Weerasinghe is Managing Director & CEO. The management structure of Robi includes different divisions where both foreign and Bangladeshi national are working. The divisions includes: Technology Market Operation, Corporate and People Office, Finance, Enterprise Program Management Office, Business Operation, IT & Charging Technology, Central Operations Technology, Supply Chain Management, Digital Services, Enterprise Business, Eastern Cluster Market, Facilities and Services People & Corporate, Southern Cluster Market, Enterprise Business Intelligence, Accounting & Management Reporting Finance, Corporate Finance, Regulatory Compliance People & Corporate, Customer Experience, Customer Lifecycle Management, Regulatory & Compliance Digital Services, Communications and Corporate Responsibility, Revenue Assurance & Fraud Management Finance, Market Strategy & Planning, Voice, Product & Pricing, HR Business Partnering People & Corporate, Strategic Planning, Talent & Development People & Corporate, Integrated Planning Finance, Compensation and Rewards People & Corporate, Service Assurance & Compliance, Business Partnering Finance, Sales Operation, Operational Strategy, Enterprise Program Management Office, Central Cluster Market, Implementation Technology, Corporate Affairs People & Corporate, Resourcing People & Corporate, M-Technologies & Solutions Digital Services, Buying Finance, Device Business, Compliance Governance, and Internal Audit (Robi Website).

4.3.3 Human Resource Management in Robi

Robi Axiata Limited follows international standard of HR practices and policies in order to effectively manage its human resources. Recently, two senior HR Officials of Robi have been recognized as the most influential human resources leaders at the Word HRD Congress 2016 held in Mumbai, India. This significant achievement indicates higher standard of Robi's HR professionals in the international level. The international recognition for Robi's senior HR officials also endorses the effectiveness of the company's management in terms of HR practices and maintaining dynamic business environment that promotes the thriving mobile telecom market of the country (Press release of Robi 2016). Human Resources Division of Robi Axiata Limited has four departments assigned with different functions. The basic structure of HR division in Robi is given below:

Figure 7: Organogram of HR Division of Robi
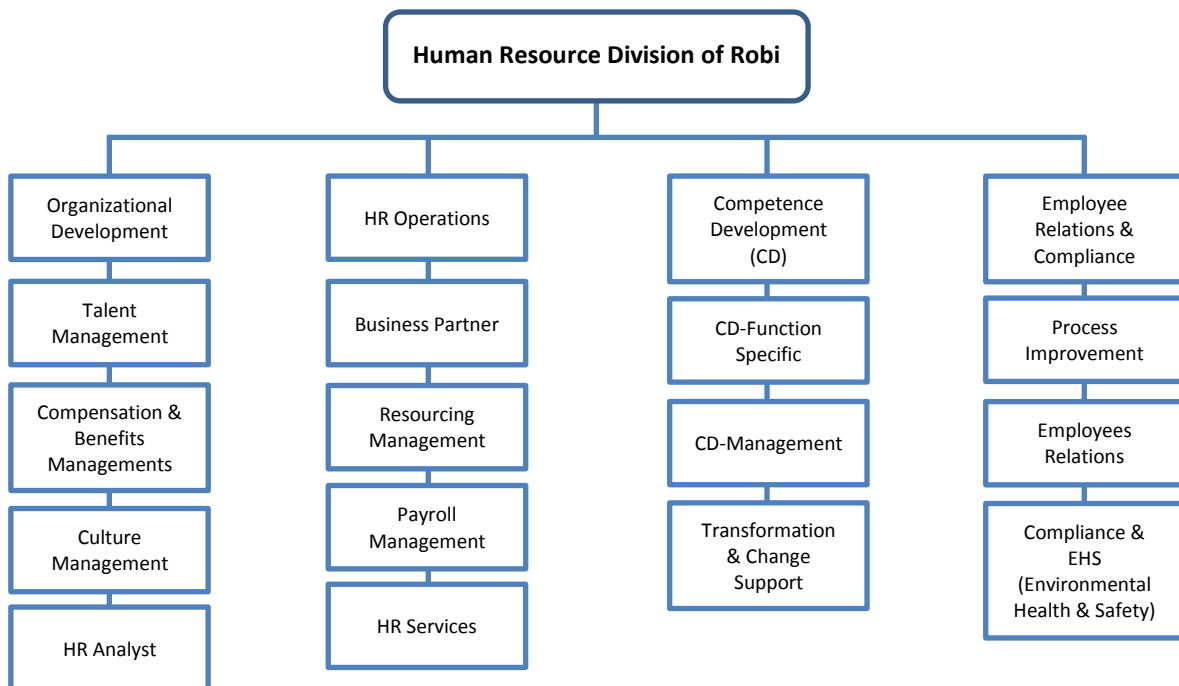
The hierarchy of almost all divisions in Robi Axiata Limited is more or less same. Human Resources Division consists of Chief Human Resources Officer (CHRO) at the top acts as the divisional head. Next to the CHRO, Executive Vice President (EVP) and Vice president (VP) and they are considered as the top level management. In the mid-level management, there are General Manager (GM) and Manger whereas there are Specialist, Officer and Assistant Officer at the entry or low level.

4.4 Organizational Profile of Teletalk

Teletalk Bangladesh Limited, the fifth mobile operator in the country, was incorporated on 26 December, 2004 and registered with the joint stock companies of Bangladesh as a public limited company under the Companies Act, 1994. It is the only government owned mobile telephone company in the country. Starting its operation in March 2005, Teletalk is able to secure 4.26 million subscribers having only 3.25% of market share in the country. Teletalk was established keeping a specific role in mind. It has forged ahead and strengthened its path over the last 10 years as the only domestic mobile operator with fully native technical and engineering human resource base. It thrives to become the true people's phone –"Amader (our) Phone". Teletalk has constantly expanded its network coverage in order to better accommodate and attract its growing customer base with better service. Till today, it has already established its network base in 64 Districts, 402 Upazilas, and most of the highways.

Teletalk is working for m-Governance with a view to help government use of information and communication technology promoting exchange of information and public services with citizens, businesses, and other parts of government. Teletalk is ready to provide mobile interactivity for the citizens of Bangladesh with m-Governance. This may include:

- Mobile based live citizen reporting solution,
- Mobile user information bank (database of mobile users of Bangladesh),
- Agriculture information services for the farmers and also for the end users, like product price in different parts of the country,
- Product ID for all consumer products/ organization,
- Interactivity between government and the citizens.

Source: Teletalk Website, accessed on April 7, 2016

4.4.1 Objectives, Mission and Vision of Teletalk

In March 2005, Teletalk Bangladesh Limited entered the mobile market of the country in such a time when the competition among the mobile operators was not strong enough. The competition was just at the initial stage with the entrance of Banglalink in February 2005. So in order to promote perfect competition, Teletalk was formed with some basic objectives and specific mission and vision. The major objectives of Teletalk are as follows:

- To provide mobile telephone service to the people from the public sector

- To ensure fair competition between public and private sectors and thereby to safeguard public interest

- To meet a portion of unmitigated high demand of mobile telephone
- To create a new source of revenue for the government.

As mentioned in the webpage, the mission of Teletalk is to innovate and constantly find new ways to enhance our services to our customer's current needs and desires for the future. At the same time the vision of Teletalk is to know our customers and meet their needs better than anyone else.

Although Teletalk started with a very robust objectives and great mission and vision, it is still the smallest operator having only 4.26 million subscribers and 3.25 percent market share that indicates its failure to compete with the five other operators. The main reason may be the lack of network coverage, poor quality of services and inappropriate marketing strategy (Rahman 2010).

4.4.2 Organization and Management Structure of Teletalk

Teletalk Bangladesh Limited is headed by a board of directors consisting of members from government and non-government sectors. Secretary, Posts & Telecommunications Division, Ministry of Posts, Telecommunications & Information Technology acts as the Chairman of the board while Directors are composed of an Additional Secretary of ICT Division, Ministry of Posts, Telecommunications & Information Technology, an Additional Secretary of Finance Division, Ministry of Finance, a Joint Secretary of Legislative & Parliamentary Affairs Division, Ministry of Law, Justice & Parliamentary Affairs, and a Joint Secretary of Posts & Telecommunications Division, Ministry of Posts, Telecommunications & Information Technology. Other Directors are including a high rank official (Brigadier) of Bangladesh Army, the Managing Director of Bangladesh Telecommunications Company Limited (BTCL), the First Vice President of Federation of Bangladesh Chamber of Commerce & Industries (BCCI). Mr. Gias Uddin Ahmed is currently serving as the Managing Director of Teletalk Bangladesh Limited.

As per the organizational structure, Managing Director (MD) is working under the board of directors while there is an audit committee in between. The other hierarchical set up includes General Manager (GM), Deputy General Manager (DGM), Manager, Assistant Manager (AM) or Deputy Manager (DM), Junior Executive (JE) or Senior Executive (SE), and at the lowest level staff that includes Associates, Assistants, Operators, Drivers, etc. (Teletalk Website).

4.5 Comparative Picture of Subscribers and Market Share

Robi Axiata Limited started its operation with brand name as Robi in March 2010 while Teletalk started five years earlier in March 2005. Since the beginning Robi was growing fast in terms of subscribers' numbers and market expansion whereas on the other hand, Teletalk was moving very sluggish way in this regard. A comparative picture of Robi and Teletalk regarding the number of subscribers' growth and market share will give a better idea about the two mobile operators. Based on the available data in BTRC website from January, 2012 to January, 2016, two diagrams are drown in the below:

Figure 8: Subscriber growth (in million) of Robi and Teletalk
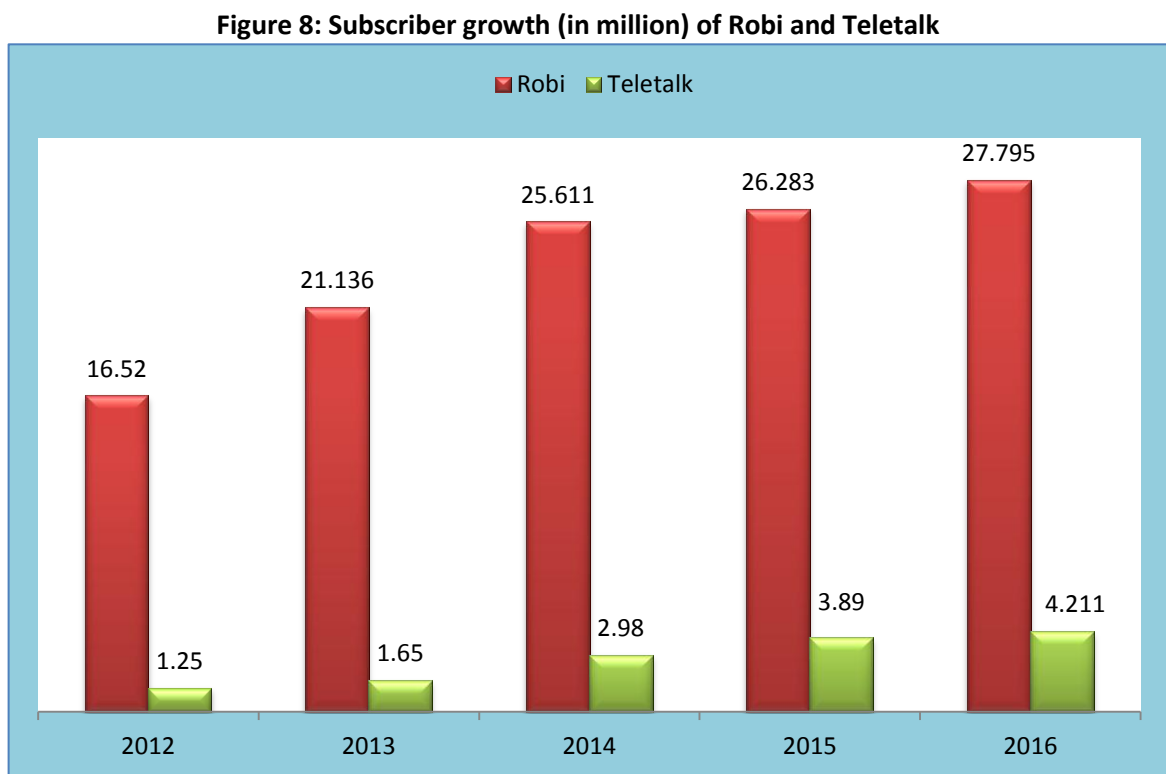
Source: Based on data in BTRC website

The above figure shows that the total subscribers were 16.52 million at the end of January, 2012 that increased every year and reached around 27.8 million at the end of January 2016. On the other hand Teletalk was with 1.25 million subscribers at the end of January, 2012 that reached around 4.21 million at the end of January, 2016. So within these four years' time period Robi gain around 11.28 million new subscribers while Teletalk achieve only 2.96 million.

Figure 9: Market share (in %) of Robi and Teletalk
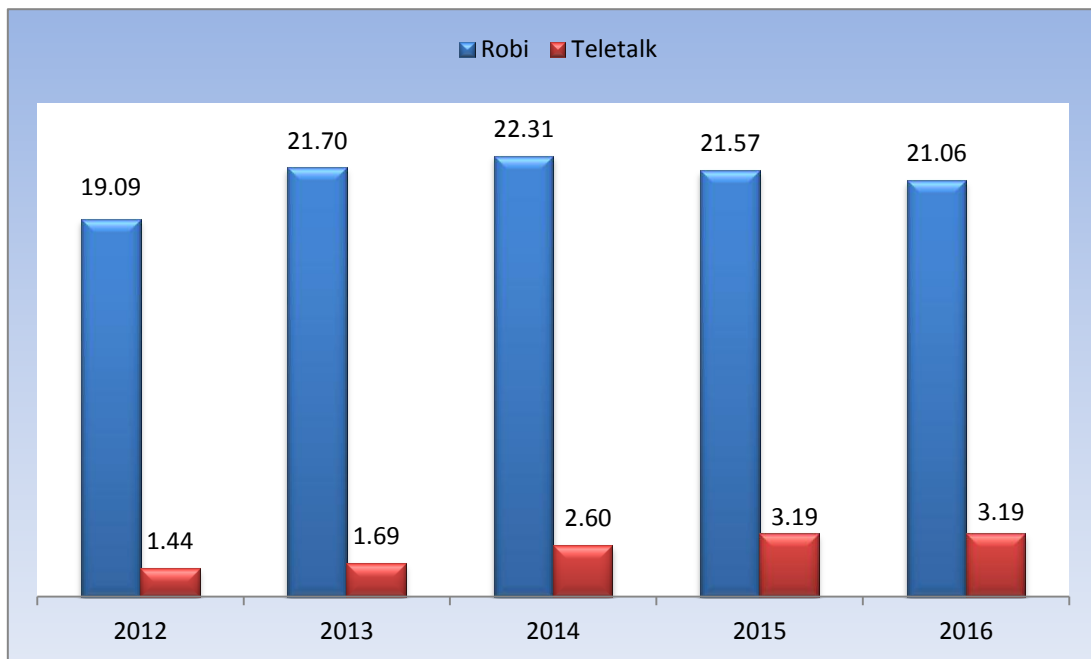
Source: Based on data in BTRC Website

The above figure shows that at the end of January, 2012, Robi secured market share of around 19% with the third position that goes up and down every year and reached around 21% at the end of January 2016 remaining in the same position (3rd) among the six mobile operators. On the other hand, Teletalk was in the sixth position with the market share of only 1.44% at the end of January, 2012 that reached around 4.21 million at the end of January, 2016 and placed 5th position in the mobile telecom market in Bangladesh.

4.6 Chapter Summary

A detail and comparative overview of the two operators, Robi and Teletalk, are given in this chapter. Robi Axiata Limited is fully private as well as foreign owned mobile company while Teletalk is fully public company operating in Bangladesh. Both companies have very strong commitment toward ensuring customer satisfaction with better service delivery and thereby focus on the expansion of market. But, while Robi is growing fast, Teletalk remains in the back seat in terms of subscribers' number and market share. The human resource management in Robi is well structured and it is following international standard which is also certified by ISO 9001. On the other hand, it is not found any HR focus in organizational structure of Teletalk. HRM with proper strategy and plan can promote the development of human capital and enhance job satisfaction of employees. The efficient and satisfied employees can produce maximum outputs for the organization. The following chapter

will discuss about the data findings about the effectiveness of HRM practices in Robi and Teletalk in terms of ensuring job satisfaction of employees and output maximization of organization.

CHAPTER V: FINDINGS AND ANALYSIS

5.1 Introduction

In this study data and information were collected from Robi Axiata Limited and Teletalk Bangladesh Limited regarding the effectiveness of HRM practices. A structured questionnaire was administered to collect the data. The questionnaire covered three core issues of HRM- compensation, training and maintenance of employees. As it was shown in the analytical framework, there are several sub-areas under each of the HRM function. Compensation is package of salary, provident fund, gratuity, rewards, incentives and salary increment while training includes human resource development functions such as Orientation and Socialization programs for newly recruited employees, training need assessment, national and international training. The maintenance functions of HRM covers ensuring safe and healthy working environment, caring for employees' well-being, appropriate communications programs, ensuring job security and career opportunities for employees. Compensation and maintenance functions promote job satisfaction while training is for human resource development in terms of efficiency, effectiveness and performance. The major objective of questionnaire is to explore the level of satisfaction among the employees regarding the three core aspects of HRM. It was assumed that the level of satiation on these areas of HRM functions would indicate the level of effectiveness of HRM practices and policies in the studied two mobile operators. Besides, efficient and satisfied employees would perform better and contribute in organizational output maximization. So HRM effectiveness is measured here in terms of both employees as well as organizational perspective. Since the current study covered two mobile operators in Bangladesh, the growth of subscribers and market share are considered as the major outputs of organization. Mobile phone operators are service sector organizations. The existing and prospective subscribers will remain with the particular cellular operator depending on the quality service delivery as well as attitudes of the employees.

In this chapter, the researcher looks into the answer of research questions- Are the HRM practices in Robi more effective than those in Teletalk? The major objective of this study is to assess the effectiveness of HRM practices with a comparative analysis between the two mobile operators. This objective will also be addressed here through the data presentation and analysis. This study was completed using both qualitative and quantitative methods. The qualitative data was content analyses and data collected through the questionnaires was analyzed using statistical software-SPSS. This chapter presents the data and analysis in a systematic way which is a process of bringing order, structure and meaning to the collected data and the processes follow "data organization, theme

development and testing, and report writing" (Marshall and Rossman (1989, p.12). Since this is a comparative study on HRM effectiveness, the collected data has been presented here with comparative analysis between the public mobile operator-Teletalk and the private cellular company-Robi.

5.2 Data Presentation and Analysis

The study is to assess the effectiveness of three major aspects of HRM practices in relation to the job satisfaction of employees and output maximization of organizations. The three broader areas of HRM practices are compensation package, training or human resource development and maintenance functions. The major focus of this study is comparative assessment of all these issue between Robi and Teletalk. Accordingly, the survey data has been presented and analyzed below with emphasize on comparative evaluation:

5.2.1 Basic Information about the Respondents

A total of 50 respondents were covered under the questionnaire survey in two mobile operators where 25 were the employees from Robi and 25 from Teletalk. Before presenting main data and analysis, a brief description about the respondents regarding their organization, gender, education, age, and work experience.

Table 6: Details of Respondents

Categories	Teletalk (%)	Robi (%)
Gender		
Male	80	72
Female	20	28
Education		
Bachelor	32	24
Master/MBA	68	76
Age (years)		
25-30	60	52
31-35	24	32
36-40	12	12
40+	4	4
Work Experience (years)		
0-3	48	44
4-6	32	40
7-10	16	12
10+	4	4

n=25

5.2.2 Compensation Administration

Compensation for employees is one of the most significant areas of HRM functions. People work for money through which they can manage their livelihood for themselves as well as for their family members. The compensation package includes salary, provident fund, gratuity, rewards, incentives and bonuses. The respondents were asked about every aspect of compensation whether they are entitled to the above mentioned monetary benefits in the organization they work for. They also asked to what extent they are satisfied with these aspects of compensation administration? It is found that both Robi and Teletalk have options for provident fund, gratuity, different kinds of rewards, incentives and bonuses depending on the performance of employees and turn out of the organizations. HR Manager of Robi commented that *"We have compensation structure that is very much aligned with market scenario but detail information cannot be shared since it is confidential"*. Compensation in private sector like Robi is usually competitive in nature while in Teletalk, as a public company, a fixed pay scale is followed.

Salary and Job Responsibility

Monthly salary is the most important part of working life for any individual. Private sectors are found more dynamic in terms of salary scales compared to public organizations. Salary should be determined in compatible with the designation as well as job responsibility of an employee. In both Robi and Teletalk, almost all the employees did not willing to share the information about the salary scale. Regarding the awareness about salary increment policy, in Robi around 80% employees have full and rest 20% has partial knowledge whereas in Teletalk very few employees (32%) have full information about the increment policy. HR Manager of Robi said that *"Salary increment depends on business performance in each year"*. Job responsibility and workloads are found quite high in Robi compared with Teletalk. 10% of employees in Robi expressed that they have extensive pressure of work in office, 55% of them said they need to do hard work while 35% opined that the workload is simply fair. On the other hand, in Teletalk, most of the employees (85%) said that workload is fair and only 15% said it is hard work. Balance between compensation package and workload is another issue HRM needs to take in account in any organization. In Robi 20% of employees thought that their workload is higher than the salary and other incentives they received while 80% opined that there is fair balance between the workload and compensation. In Teletalk, 96% of employees pointed that workload and compensation is well-matched and only 4% of them opined the job responsibility as higher than the salary and other incentives.

Provident Fund and Gratuity

Provident fund and gratuity are the important aspects of compensation administration of any public and private organization. Every permanent employee is entitled to provident fund and gratuity according to the Bangladesh Labour Act 2006. All the employees covered in this study pointed out that they have both provident fund and gratuity in their organization. In an interview with HR Manager of Robi said that *"they are following rules of Labour Act regarding the provident fund and gratuity".*

Reward, Incentive and Bonus

There is distinct policy and practice regarding the reward, incentive and bonus for employees in different organizations. Private sector organizations usually have more provisions for reward, incentive and performance bonus. For example in this study, around 70% employees of Robi admitted that they got reward or performance bonus. On the other hand in Teletalk such provisions are rare as only 10% employees responded positively in this regard. There is also difference between Robi and Teletalk in terms of policies for reward, incentive and bonus for employees. Around 80% of employees in Robi said that they have detail knowledge about these policies and rest 20% knew partially. On the other hand, in Teletalk only 8% employees are fully aware about the policies and around 25% have some ideas while the rest 67% have no knowledge about the policies.

Satisfaction about Compensation Administration

All respondents in this study were asked to express their level of satisfaction on different components of compensation administration in Robi and Teletalk. The responses were collected in five scales: very dissatisfied, dissatisfied, neither dissatisfied nor satisfied, satisfied and very satisfied. Only percentage of satisfied (combining very satisfied and satisfied) employees are presented in the following table.

Table 7: Percentage of the Respondents Satisfied about Compensation Package

Categories	Teletalk (%)	Robi (%)
Salary	75	70
Salary increment policy	80	75
Incentives	50	85
Provident fund	70	85
Gratuity	70	85
Reward/performance bonus	40	80
Average	**64**	**80**

n=25

The above table shows that in Teletalk the level of satisfaction among the employees regarding salary and its increment policy is quite high (75% and 80% respectively) and more than that in Robi. This may be due to the massive increment of salary in public sector last year by current government of Bangladesh. The common notion regarding the pay scale in civil service was that the pay structure in the public sector is actually very low compared to the private sector (Ehsan 2008). The scenario has been changed under the new national pay scale as the basic salary of civil servants has been made almost double (95% to 101%) and employees in the lower grades will get the highest percentage of raise (The Daily Star, September 2015). But regarding the other areas of compensation package such as incentives, provident fund, gratuity, and bonus, the level of satisfaction among the employees in Robi are higher than that of employees in Teletalk. Overall, 64 percent of employees in Teletalk are satisfied with all aspects of compensation system while in the Robi it is 80 percent. Based on the above data, it can be argued that the overall compensation package is more effective in Robi compared with Teletalk in terms of employee satisfaction. The case of salary is different where both organizations are found satisfactory due to the recent massive increment in public sector.

5.2.3 Training for Employees

Training is the most important function of HRM in any organization for human resource development. Training helps employees increase their required skills and competencies to perform their job responsibilities more efficiently and effectively. At the same time it covers orientation of newly recruited employees with the organizational policies, practices and job responsibilities. It also socializes the employees with their colleagues and superiors and thereby helps adjust with new working environment and relationships. Employees can better understand their works, rules and regulations of organization and enjoy their jobs if the process of orientation and socialization are properly completed at the initial stage of their jobs. Besides, departmental training enhances the level of competencies while training at outside the organization and international level contributes both as exposure with new environment and as motivation to perform efficiently. Moreover, training has a linkage with performance of employees and also should have close relationship with their promotion. So training, as a whole, results in human resource development as well as employees' job satisfaction. In this study, employees were asked regarding the number of training they attended both at national and international level, and their level of satisfaction about the training provisions in the organization.

Effectiveness of Orientation Program

It is necessary for every organization to familiarize newly recruited employees with the different aspects of organization, its rules and regulations, departments and colleagues, working pattern and job responsibilities. Employees will face difficulties in performing their job responsibilities and adjusting with new working environment if they are not properly oriented and socialized at the very early stage of their new jobs. In this study it is found that both the Robi and Teletalk have the provision of orientation program for the newly recruited employees. As the HR Manager of Robi argued that *"Robi has a robust orientation program in which new joiners get to know all departments and business information"*. The respondents were asked where there are any orientation and socialization programs in their organization to provide details about organization's policy, rules and regulation, etc. and how effective those programs are. All respondents agreed that they have orientation program in their organization, but they differed about its effectiveness. Around 25% employees in Robi opined that the existing orientation program is not so effective and more rigorous program is required while 75% employees pointed out the program as effective. On the other hand, in Teletalk most of employees (80%) are found dissatisfied with the effectiveness of orientation program as there is no formal way of orientation for employees.

Training Need Assessment

Employees know better about themselves regarding their capacity, qualification, strength and weaknesses. They can identify the areas of improvement for their skills development. Training is necessary for the human resource development in any organization, but at the same time training need assessment is also very important in order to impart the right kind of training for the right persons. In the process of training need assessment, employees should be engaged so that the training can bring fruitful results for them. Regarding the training need assessment, there is found significant different between the two mobile operators studied in this research work. Employees in Teletalk opined that they do not have any role to play in training need assessment as the training provisions are almost fixed for the officials. HR Manager of Robi claimed that, *"training need assessment is entirely based on feedback from employees"*. But employees opined different views such as around 20% of them argued that they have nothing to do in training need assessment, and 25 % of them said that they have some roles but not significant whereas A large number of employees (55%) opined that they have opportunity to play important role in this regard.

Training for Performance and Promotion

There are different levels of training provisions both in Robi and Teletalk for improvising performance of employees. Departmental trainings are very common while a few provisions of outside training both at national and international level. Almost all employees in Robi as well as Teletalk received one or more departmental training such as Robi provides functional and leadership training to its employees at the departmental level. But national and international level training are only provided depending on business needs and requirements. The main objective of imparting training is to enhance employees' performance so that they can work better utilizing the new learning and bridge the gap in their capacity and knowledge. HR Manager of Robi said that they have several parameters called Key Performance Indicator (KPI) and they also measure the employee performance through periodic meetings and feedback sessions while in Teletalk no formal mechanisms are found in this regard. Employees were asked regarding the usefulness of training for their performance. In Robi 80% employees opined that the training was very helpful or helpful for them to perform better while 20% of them said that their training was neither helpful nor unhelpful. In Teletalk, although majority of employees (55%) indicated the training as helpful for their performance but a large number of them (45%) expressed that training cannot produce expected result for performance. Training should have relationship with the promotion of employees. In Robi, 30% employees argued that training is not considered during their promotion while 15% said that training is considered but does not have strong contribution for promotion, the rest 55% employees thought that training has strong relationship with promotion in their organization. On the other hand, in Teletalk 75% employees opined that training is not considered at all during promotion whereas only 25% said that training may be considered but not so strongly. It indicates that like other public organizations, promotion in Teletalk mostly depends on seniority of the employees. As Ehsan (2008) argued that there is poor linkage between training and promotion in public sector, and therefore public servants do not take training seriously. Besides, the promotion process is politicized: government often rewards the partisan loyalists with undue promotion superseding the competent ones depriving the well-performed officers

Level of Satisfaction with Training Provisions

In this study, all respondents were asked regarding their level of satisfaction about different provisions of training in Robi and Teletalk. Five scales question format was used to measure the level of satisfaction. The scales include very dissatisfied, dissatisfied, neither dissatisfied nor satisfied, satisfied and very satisfied. The percentage of surveyed employees who were found satisfied

(combining very satisfied and satisfied) in Robi and Teletalk regarding the training opportunities are given in the following table.

Table 8: Percentage of the Respondents Satisfied about Training Provisions

Categories	Teletalk (%)	Robi (%)
Orientation & Socialization	40	75
Training Need Assessment	45	80
Training opportunities	50	75
Number of training received	60	80
Training-performance linkage	35	60
Training-promotion linkage	25	65
Average	**43**	**73**

n=25

In the above table, it is apparent that level of satisfaction about the different provisions of training is much lower in Teletalk compare with Robi. The linkage between training with performance and promotion is found relatively poor in both the organizations, the ratio of satisfied respondents are 60% to 65% in Robi and 25% to 35% in Teletalk. In other aspects of training, satisfactory findings are observed in Robi where 75% or more respondents are satisfied, but in Teletalk only around 40% to 50% respondents are found satisfied. On an average only 43% respondents are found satisfied with different provisions of training in Teletalk while in Robi 73% of surveyed employees are satisfied. So it can be said that quality of training and its effectiveness are higher in Robi compared with Teletalk.

5.2.4 Maintenance of Employees

Employee turnover is a major concern for any organization. An organization invests a lot in terms of monetary, time and efforts for the development of its employees. Qualified and experienced employees are the valuable resources every organization would like to retain for a long time. Organizations, therefore, try to ensure favorable working environment, good relationship, employees' welfare and career prospects along with providing competitive salary and compensation package in order to enhance the level of commitment among potential staff members for the organizations. In this study, employees were asked regarding the status of such issues in their organizations and at the same time their level of satisfaction was measured about the maintenance functions of HR department. It was assumed that the more effective the maintenance functions in the organization the less turnover rate among the employees.

Safety Issue

Safety and security in the workplace are the major issue of concern for every employee in any organization. Employees should be free from any kinds of physical and emotional hazards such as injuries, sexual harassment, health hazards, etc. in order to work in peaceful mind. In this study, a five scale question was used to identify the level of safe working environment in the studied organization where 1 indicated 'not at all safe' and 5 meant 'highly safe'. In Robi, 90% of respondents pointed to 4 or 5 which indicates that the working environment in their organization is fully safe and secured. On the other hand, satisfactory finding is also found in Teletalk where around 80% respondents indicated the working environment as safe from any kinds of physical or mental hazards. So both organizations are more or less effective in terms of ensuring safety for employees.

Relationships with Colleagues and Superior

In an office, an employee spends more time with peer coworkers and relatively few times with his/her superior. But the relationship with both colleagues and superior plays significant role in making the working environment friendly or hostile. Besides, gender is another determinant factor which often influences the nature of the relationship between women and men. The relationship at workplace is an important but non-visible factor that has a great influence in molding working environment of any office. In this study, respondents were asked to evaluate different kinds of relationship in their respective organizations. The responses were collected in four categories: highly formal or just working relations, less cooperative, cooperative and very cooperative relationships. The findings about all kinds of relationship are found quite satisfactory in both the studied organizations where all respondents of Robi opined that they have cooperative or very cooperative relations with colleagues, superiors, team leader and with opposite sex. At the same time around 90% respondents in Teletalk opined that the relationship with colleague is cooperative or very cooperative while 75% respondents indicated cooperative relationship with superiors and team leaders, around 15% pointed as less cooperative and rest 10% said it is formal and just working relationship. The result indicates that as a hierarchical public organization, Teletalk is less cooperative compared with more flexible private organization, Robi.

Caring for Employees' Well-being

Positive and caring attitude of higher management toward employees is another important factor that influences motivation and job satisfaction of employees in any organization. Organizational management can make a good relationship with employees through proper taking care of employees' well-being and solving their difficulties and problems. In this study, respondents were

asked how much their higher authority takes care of their well-being. In Robi, 85% respondents opined that the authority is caring while 15% termed as highly caring. On the other hand, in Teletalk, around 20% respondents said that the authority is not caring, 65% said caring and rest 15% opined as highly caring.

Job Security

Job security is the most important factors every employee would like to have ensured in any organization. The common notion is that jobs in public sector are highly secured compared with private sector organization. In this study, a five scale question was used to identify the level of job security in the studied organizations- Robi and Teletalk, where 1 indicated 'highly unsecured' and 5 meant 'highly secured'. In Teletalk, around 70% respondents opined that their jobs are secured while the rest 30% termed as highly secured. On the other hand, 45% respondents though that the jobs in Robi is secured, 20% thought highly secured and significant portion of respondents, i.e. 35% argued that their jobs are neither secured nor unsecured. So it can be said that the job security in Teletalk is comparatively high than Robi.

Career Opportunity

Every employee would like to see a bright career in future. Career prospects attract potential and qualified employees to serve their organization better and for longer time. Jobs in private sectors are dynamic and challenging in natures where employees have to perform the best with full potentiality and dedication to secure better position and to build brighter career. On the other hand, working in the public sector organizations is relatively comfortable and stress-free where career progression happens with the span of time based on seniority. In this study, a mixed impression is found among the respondents regarding the career opportunity in their respective organizations. Only 10% of respondents in Robi claimed to have very bright career whereas 55% opined the career opportunity as simply bright and 35% said that career prospect is as usual i.e. not so attractive. On the contrary, 15% respondents of Teletalk argued that they have very bright career while 45% thought their career is bright and the rest 40% respondents opined that they have usual career.

Level of Satisfaction with Maintenance Functions

The main objective of maintenance functions of HRM is to create excellent working environment so that employees are satisfied and motivated to serve the organization longer period of time. Employees' job satisfaction highly depends on proper management of maintenance activities such as assurance of safety and security for employees, better working relationship with colleagues and

superior, delegation of authority, security of job, participation and feedback mechanism, recognition for successfully accomplishment of any job responsibility, opportunity of career program, and many other work and office environment related issues. Employees will feel encouraged to work better with full dedication, commitment and sincerity if the working environment is congenial and pleasant to perform the job responsibilities. Therefore satisfaction of employees on maintenance functions is very critical issue HR department needs to take into consideration. In this study respondents were asked to express their level of satisfaction on a few aspects of their job.

Table 9: Percentage of Employees Satisfied with Maintenance Functions

Categories	Teletalk (%)	Robi (%)
Safety issue	75	90
Relationships with superior, peer, opposite sex, etc.	65	95
Decision making authority	50	70
Job security	95	75
Freedom of speech/feedback	55	75
Job recognition	45	80
Career opportunity	70	75
Average	**65**	**80**

n=25

The above table indicates that almost all the maintenance functions are well managed in Robi where most of the respondents are found satisfied or highly satisfied. 90% to 95% of respondents are satisfied regarding the safety and working relationship with colleagues and superiors which indicates that safety issues are well managed and working relationships among the employees are very good in the private mobile operator Robi. Job security is found quite high in Teletalk as the public mobile operator where 95% of respondents are satisfied. Safety and career opportunity in Teletalk are also found satisfactory where 70-75 percent respondents are satisfied but respondents are not quite happy with all other issues such as working relationships, delegation of authority, freedom of speech and feedback mechanism, and job recognition where satisfied respondents ranges from 45-65 percent. On the other hand, performance of Robi seems satisfactory regarding all these issues where more than 70 respondents are found satisfied. Overall, number of satisfied employees regarding the maintenance functions is quite high in Robi (80%) compared with Teletalk (65%). So it can be assumed that management of maintenance function is more effective in Robi than in Teletalk.

5.2.5 Job Satisfaction of Employees

Job satisfaction of employees depends on several factors and issues related to their jobs, compensation package, training and development, office environment, relationships, workloads, job

security, career prospects and many others. This study objective was to assess the overall job satisfaction among the employees in Robi and Teletalk in terms of few core HRM strategies and practices. It was assumed that if the functions HRM are well managed considering the employees' well-being, the level of satisfaction among the employees would be high. After getting mixed responses from employees regarding the different HRM practices in their respective organization, the researcher asked them to indicate their level of job satisfaction in a five scale question that includes: very dissatisfied, dissatisfied, neither dissatisfied nor satisfied, satisfied and very satisfied.

Table 10: Level of Job Satisfaction among the Employees

Categories	Teletalk (%)	Robi (%)
Very dissatisfied	12	8
Dissatisfied	20	16
Neither satisfied nor dissatisfied	24	8
Satisfied	40	60
Very satisfied	4	16

n=25

The above table displays the level of satisfaction among the employees in Teletalk and Robi. Around 76% respondents of Robi are found either satisfied or very satisfied whereas in Teletalk only 44% are satisfied or very satisfied. On the other hand, a large portion of respondents (32%) in Teletalk expressed their dissatisfaction with the job while 24% of respondents in Robi are also found dissatisfied. A significant number of respondents in Teletalk took the middle position that indicates they are in a state of neither satisfied nor dissatisfied. Overall, it seems that the level of satisfaction among the employees is higher compared with Teletalk.

5.2.6 Effectiveness of HRM Practices

In this study, three core HRM functions- compensation, training and maintenance, are covered and assessed. These three broad aspects of HRM play significant role for employee motivation and development. Compensation and maintenance functions are mainly responsible for job satisfaction of employees in organization while training contributes in human resource development. Satisfied and efficient employees perform better and contribute in maximization of outputs for organization. Effectiveness of HRM practices, therefore, measure here in terms of both employee as well as organizational perspective. Level of employees' job satisfaction is considered as a measurable indicator to assess the effectiveness of HRM practices in the context of employees, while on the other hand, subscriber growth ratio and market share of the two mobile are treated as the

indicators for organizational perspective. In the questionnaire survey, employees were asked to evaluate the effectiveness of the HRM practices in their organization considering the HRM provisions of compensation, training and retention of employees.

Table 11: Level of Effectiveness of HRM Practices

Categories	Teletalk (%)	Robi (%)
Very ineffective	8	4
Ineffective	20	16
Neither effective nor ineffective	16	8
Effective	52	64
Very effective	4	8

n=25

In the above table, the finding shows that the effectiveness of HRM practices is quite satisfactory in Robi and Teletalk. A total of 72 percent of respondents considered HRM practices in Robi as effective or very effective while 56 percent respondents in Teletalk pointed out the HRM practices are effective or very effective. So Robi is found more effective in terms of HRM practices compared with Teletalk. In the table 9 it was observed that the job satisfaction level among the employees is also relatively high in Robi. Thereby it can be assumed that job satisfaction and effectiveness of HRM practices are correlated to each other.

Table 12: Relationship between HRM Practices and Job Satisfaction

Effectiveness of HRM Practices	Level of Job Satisfaction among the Employees (%)			
	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
Ineffective	65	57	31	14
Effective	35	43	69	76
Total	100	100	100	100

n=50

The above table shows the linear positive increasing trend of the satisfaction level of respondents who perceived the HRM practices are effective in their organization and at the same time a sharp decrease in the level of satisfaction among the employees who think the HRM functions are ineffective. The majority respondents (76%) who are highly satisfied with their job perceived HRM practices as effective while the majority respondents (65%) who dissatisfied considered HRM practices as ineffective. So there is a close relationship between the effectiveness of HRM practices and the level of job satisfaction among the employees. It can be argued that the level of job

satisfaction among the employee indicates the level of effectiveness of HRM practices in organization.

Output maximization is another indicator of the successful performance in any organization. There may have several kinds of performance indicators such as revenue, gross profit, earning per share (EPS), return on equity, year ending equity, and assets utilization ratio (Teletalk Annual Report 2012-13). Subscribers growth ratio and market share are the most important aspects of cellular mobile companies like Robi and Teletalk. There is a significant relationship between HRM practices and performance of an organization. Best practices in HRM activities can produce significant output in terms of profit, market share, productivity etc. (Paauwe and Richardson 1997). In this study the growth rate of subscribers and market share are taken into consideration for measuring outputs in Robi and Teletalk.

Figure 10: Gaining subscribers (in million) in different years
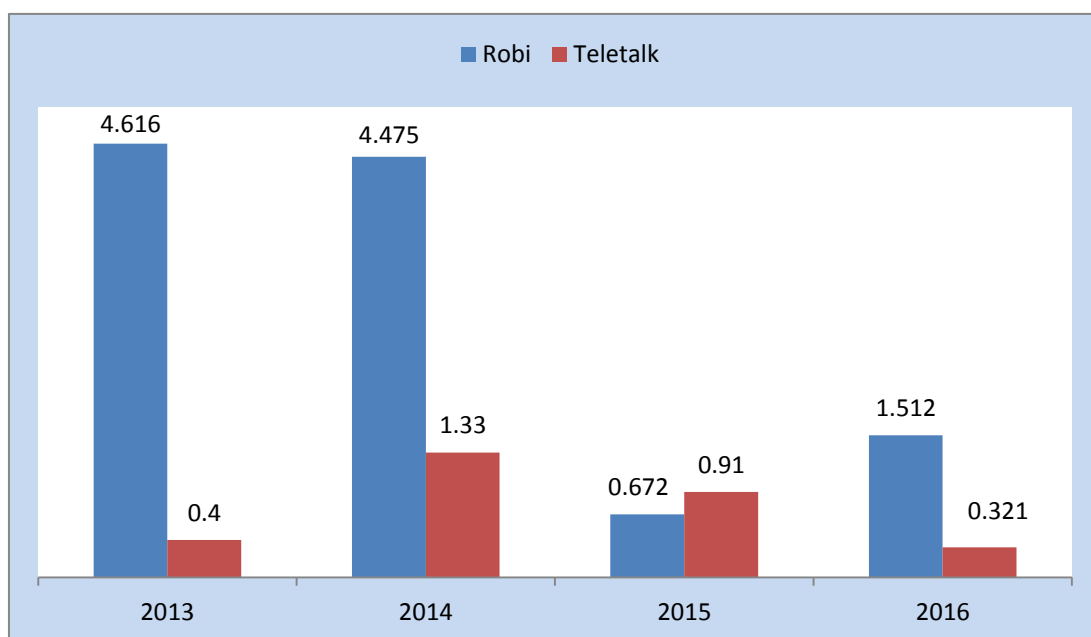
The above figure shows the number of subscribers those increased in Robi and Teletalk in different year compared with the previous year. Almost in every year from 2013 to 2016, the cellular operator Robi gained more subscribers than Teletalk. Only in the year 2015, Teletalk secured more subscribers (0.91 million) than Robi (0.672 million). It indicates that over the years Robi was more effective compared with Teletalk in terms of achieving number of new subscribers.

Figure 11: Changes in market share (in %) over the years
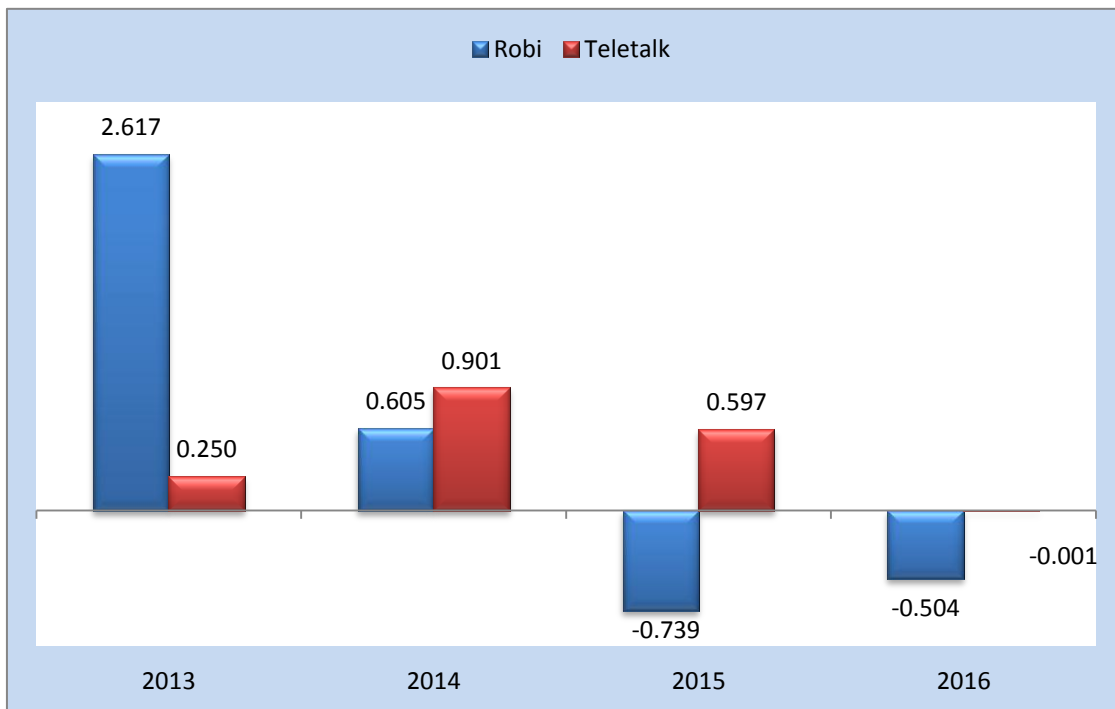
The above figure contains data on changes in market share of Robi and Teletalk which increased or decreased from the previous year. In 2013, the highest increment (around 2.62%) in market share occurred in Robi whereas in 2104 and 2015 the market share of Teletalk increased more than that of Robi. In 2015, market stake of Robi decreased around 0.73% and in 2016, both Robi and Teletalk lose their market share where the decreasing rate was higher in Robi compared with Teletalk. Actually, market share is a relative issue with all other operators. Market share of an operator can be decrease due to the better gaining of other operators. However, the above figure shows that Teletalk was comparatively more effective than Robi in terms of changes in market share.

5.3 Chapter Summary

This chapter presented the study findings and analyzed in details with comparative picture between public mobile operator Teletalk and private operator Robi. Three core aspects of HRM- compensation, training and maintenance of employees, are analyzed in terms of satisfaction of employees in Robi and Teletalk. The main argument is that the higher level of job satisfaction among the employees and satisfaction regarding the HRM systems indicate the higher effectiveness of HRM functions in the organization. At the end of the chapter the relationship between HRM practices and organizational performance are analyzed in terms of output maximization. Overall, it is found that

the HRM in Robi is more effective compared with Teletalk in terms of both enhancing the level of satisfaction among the employees as well as subscriber growth ratio.

CHAPTER VI: CONCLUDING REMARKS

6.1 Summary of Findings

This chapter presents the concluding discussion with summing up the major findings in the study. The main objective of this study was to assess the HRM practices in Robi and Teletalk in order to make a comparison in terms of level of satisfaction among the employees and output maximization in the organizations. The three board areas of HRM have been covered in this study. Compensation administration, training for employees and maintenance functions are the three core HRM activities. The aim of these activities is to promote the development of employees as well as enhance their job satisfaction. A total of 50 respondents were covered through a questionnaire survey conducted bot in Robi (with 25 respondents) and Teletalk (with 25 respondents). After analyzing the data and findings, it is found that the employees in both Robi and Teletalk are more or less satisfied with salary and its increment whereas in other aspects of compensation package Robi is found more effective. Regarding different provisions of training Robi has more effective policy and practices in order to ensure proper development of employees. The level of satisfaction among the employees on different aspects of training is also higher among the respondents working in Robi. Most of the maintenance functions are found effective in Robi according to the opinions of its employees, whereas in Teletalk only job security is found the most effective issue for its employees' satisfaction. Considering all the aspects of discussed three HRM functions, Robi is found more effective compared with Teletalk in terms of ensuring employee satisfaction towards their job. On the other hand, subscribers' ratio and market share of the two mobile operators are also analyzed to identify the influence of HRM practices in organizational performance. According to the findings, a significant correlation has been found between the HRM effectiveness with organizational output maximization. Robi was found effective in HRM practices and at the same time it is also found successful in gaining new subscribers over the years. So in Robi is more effective than Teletalk in output maximization as well.

Needless to mention that the overall condition of Robi is satisfactory in the context of compensation package, training provisions, health and safety issues, working environment, relationships, career prospects and many other HRM issues, although some sort of dissatisfaction are also found among the employees on different matter. But Teletalk is in a worse condition compared to Robi in respect to most of the HRM issues discussed above. At the same it is also far behind the market competition with other private operators in Bangladesh.

6.2 Conclusion

Teletalk is the fifth and second smallest mobile operator in Bangladesh in terms of number of subscribers as well as market share, although, it had a great demand when it started its journey. People were so crazy to get a SIM card of Teletalk that they rushed behind it and were ready to buy a SIM card at a price of more than 3 thousands taka in such a moment when the other operators provided the SIM card almost free of cost. Due to very high demand Teletalk had to sale its SIM card through lottery system but, unfortunately, it cannot capture the expected position in the market of the country. One of major reasons can be the very weak customer services as employees in Teletalk are less motivated. As a result, in this high competitive market, Teletalk is running very slowly compared with other operators. Government is not taking any serious initiative to improve the condition of Teletalk and therefore it is in the most vulnerable position in telecom market. Besides, human resources in Teletalk are found less developed and low motivated to perform better. As no significant initiative is taken regarding the development of human resources, so the quality of service delivery to the customers is not satisfactory and ineffective. While the private sector mobile operators like GP, Banlalink and Robi are growing fast and become the market leader, Teletalk is remains behind the competition. So to keep the existence in the market, government has to take immediate action to develop the human resources and improve the overall condition of Teletalk.

Having discussion on HRM practices and market scenario of mobile telecommunication industry, it is now clear that there is a huge gap or difference between public and private mobile operators in terms of human resource management issues. Going through the certain facts it can be concluded that the overall condition of the private mobile operator (Robi) is much better than that of the sole public company (Teletalk) in most of the cases of HRM and market stance.

6.3 Further Research

The current study highlighted certain issues of HRM practices in Teletalk and Robi where the findings indicate that comparatively private operator is more effective. This study is mostly based on quantitative questionnaire survey that cannot identify the real explanation of the findings. So an in-depth study can be conducted to further explore the reasons behind the ineffectiveness of Teletalk in terms of HRM practices as well as market position. Teletalk has all kinds of potentialities with extra advantages and facilities as being fully state owned and domestic company but further

research is necessary to identify why it remain far behind the competition in the ever growing cellular market in the country.

Endnotes

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[i] AMPS stands for Advanced Mobile Phone System AMPS which is an analogue mobile cell phone system. It was the first-generation cellular technology developed by USA based private company Bell Labs in 1983.

[ii] GSM stands for Global System for Mobile communications which is an open as well as digital cellular technology used for transmitting mobile voice and data services. It is a standard set developed by the European Telecommunications Standards Institute (ETSI) to describe technologies for second generation (2G) digital cellular networks. Customers could switch from one operator to the next with the GSM technology without the need for changing handsets. It is developed as a replacement for first generation (1G) analogue cellular networks (AMPS). The standard was expanded over time including GPRS (General Packet Radio services) and EDGE (Enhanced Data rates for GSM Evolution). It is more improved after the development of third generation (3G) UMTS (Universal Mobile Telecommunications System). It will evolve further to incorporate fourth generation (4G) LTE Advanced (Long Term Evolution) standards (internet).

[iii] PSTN means Public Switched Telephone Network.

[iv] PSTN is Public Switched Telephone Network

[v] Telephone Shilpa Sangstha (TSS) Ltd. established in the year 1967. It produces PSTN, DPX, Digital Meter Plant, Mobile Battery & Charger Plant, Laptop Production/Assembling Plant, Maintenance Free Battery, Cell Phone, etc.

[vi] Initial Public Offering (IPO) is the first sale of stock by a company to the public. It is used to raise expansion capital and become publicly traded enterprises.

[vii] Some countries where mobile penetration rate is very high (in 2010) are: Macao-206.3%, Libya-171%, Russia-167%, Saudi Arabia-188%, and the average in 91.1% (source: pingdom.com)

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Annex: Questionnaire

Mphil Research
Department of Public Administration
University of Dhaka

Questions for Employees

I am Md. Akram Hossain, an Mphil researcher under the Department of Public Administration, University of Dhaka. In partial fulfillment of my Mphil degree, I am doing my thesis work on **"Human Resource Management in Telecommunication Industry: A Comparative Study between Public and Private Mobile Company in Bangladesh".** I need necessary data and information from you for my study purpose only. In line with the research ethics, I am assuring you that your identity will not be disclosed anywhere and the collected data will be purely used for academic purpose. I will highly appreciate your kind cooperation in this regard. Please contact with me if needed at: 01761877447 or akramfrdu@gmail.com.

Date:

Primary Information:

1. Name of your organization:
   1. Robi
   2. Teletalk

2. Your current designation:

3. Name of your department:

4. Work experience (in current organization)……………………years……………………Months

5. Gender
   1. Male
   2. Female

6. Age……………..years

7. Level of education
   1. Bachelor
   2. Master/MBA
   3. Mphil
   4. Ph.D. and above

Section I: Compensation Administration

8. What is your salary scale/grade?

    Ans:

9. Are you entitled to get provident fund?
    1. Yes   2. No

10. Are you entitled to get gratuity fund?
    1. Yes   2. No

11. Do you know about reward and incentive policies of your organization
    1. No, I don't know the policy
    2. I know something
    3. Yes, I know in details

12. How many bonus/incentives are you getting from your organization? Please name all those.

    Ans:

13. Do you know about the salary increment policy of your organization?
    1. No, I don't know the policy
    2. I know something
    3. Yes, I know in details

14. How many times have you got the salary increment in this organization?

    Ans:

15. Have you ever get any reward/performance award from your current organization?
    1. Yes   2. No

       If yes, please specify:

16. What is your opinion about your job responsibility?
    1. Extensive pressure of work
    2. Hard work
    3. Simply fair
    4. Under work load

17. Do you think that your salary and other incentives are fair with your work load?
    1. No, work load is higher than salary & incentives
    2. Yes, it is fair

18. To what extent you are satisfied with the following aspects of compensation administration?

SL	Issues	Very Dissatisfied (1)	Dissatisfied (2)	So So (3)	Satisfied (4)	Very Satisfied (5)
1.	Salary	1	2	3	4	5
2.	Salary increment policy	1	2	3	4	5
3.	Incentives	1	2	3	4	5
4.	Provident fund	1	2	3	4	5
5.	Gratuity	1	2	3	4	5
	Reward/performance bonus	1	2	3	4	5

Section II: Training for Employees

19. Is there any orientation and socialization program in your organization at the beginning of your job (to provide details about organization's policy, rules and regulation, etc.)?
    1. No, there is no such program
    2. Yes, but it's not effective and needs more rigorous orientation
    3. Yes, and it's effective

20. Do you have any role to play in your own training need assessment?
    1. No, I don't have any role in this regard
    2. Yes, but not significant role
    3. Yes, significant role

21. Are the training opportunities equal for all employees in your organization?
    1. No, authority takes the biased decision in this regard
    2. No, it's fairly based on performance
    3. Yes, totally equal & applicable for all

22. Please give your training status till today
    a. Number of internal/departmental training received……………….
    b. Number of training/short courses received within the country…………….
    c. Number of training/short courses received outside the country…………….

23. To what extent the trainings you received help you perform your jobs better?

Not at all helpful   Very helpful

1   2   3   4   5

24. Do you think that training has relationship with promotion in your organization?
    1. No, training is not considered during promotion
    2. Yes, but not so strong
    3. Yes, strong relationship
    4. I don't know

25. To what extent you are satisfied with the following aspects of training?

SL	Issues	Very Dissatisfied (1)	Dissatisfied (2)	So So (3)	Satisfied (4)	Very Satisfied (5)
1.	Orientation & Socialization	1	2	3	4	5
2.	Training Need Assessment	1	2	3	4	5
3.	Training opportunities	1	2	3	4	5
4.	Number of training received	1	2	3	4	5
5.	Training-performance linkage					
6.	Training-promotion linkage	1	2	3	4	5

Section III: Retention of Employees

26. How would you like to evaluate the safety issue in your organization? (Physical & emotional hazard like injuries, sexual harassment, health hazards, etc.)

Not at all safe   Highly safe

1   2   3   4   5

27. How would you like to evaluate the following relationships in your organization?

| SL	Issues	Highly formal/just working relations (1)	Less cooperative (2)	Cooperative (3)	Very cooperative (4)	Don't Know (9)
1.	Superior-subordinate relationship	1	2	3	4	9
2.	Peer relationship	1	2	3	4	9
3.	Relationship with team leader	1	2	3	4	9
4.	Male-female relationship	1	2	3	4	9

28. Do you have any decision making authority in performing your job responsibilities?

No authority   High authority

1   2   3   4   5

29. Does the authority of your organization care for employees' well being?
    1. Not caring at all
    2. Not caring
    3. Caring
    4. Highly caring

30. How would you like to rate the job security in your organization?

Highly unsecured   Highly secured

1	2	3	4	5
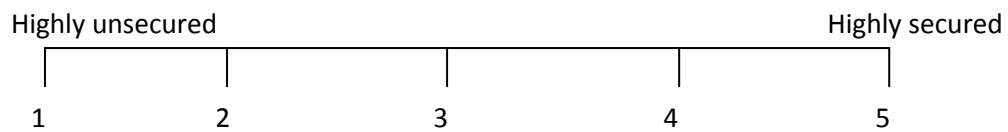
31. What is your opinion about career opportunity in your organization?
    1. Very bright career
    2. Bright career
    3. As usual
    4. No career in this job

32. Do you have freedom in expression of opinion, criticism and feedback?
    1. Yes   2. No   3. To some extent

33. How does the management take your opinion, criticism or feedback?
    1. No acceptance/instantly rejected
    2. Hard to get acceptance
    3. Usually accepted
    4. Always accepted

34. Do you get proper recognition of your job done successfully?
    1. Yes   2. No   3. To some extent

35. Would you like to switch over your job if you get better offer anywhere?
    1. Yes   2. No   3. Not sure/will think on it

36. Please mention 3 most important factors regarding your job for which you want to stay longer in this organization
    1.
    2.
    3.

37. To what extent you are satisfied with the following aspects of your job?

SL	Issues	Very Dissatisfied (1)	Dissatisfied (2)	So So (3)	Satisfied (4)	Very Satisfied (5)	Don't Know (9)
1.	Safety issue	1	2	3	4	5	9
2.	Relationships with superior, peer, opposite sex, etc.	1	2	3	4	5	9
3.	Decision making authority	1	2	3	4	5	9
4.	Job security	1	2	3	4	5	9
5.	Freedom of speech/feedback	1	2	3	4	5	9
6.	Job recognition	1	2	3	4	5	9
7.	Career opportunity	1	2	3	4	5	9

38. How effective the HRM practices in your organization (regarding compensation, training and retention of employees)?
    1. Very ineffective
    2. Ineffective
    3. So So
    4. Effective
    5. Very effective
    6. Don't know/can't say

39. How satisfied are you with your current job?
    1. Very dissatisfied
    2. Dissatisfied
    3. So So
    4. Satisfied
    5. Very satisfied

40. Please write your any comments, criticism or suggestion regarding the above issues in your organization:

Thank you for your kind cooperation