

EMERGING TELECOM TECHNOLOGIES POSING CHALLENGE TO MAINTAIN EMPLOYEE SATISFACTION LEVEL IN INDIAN TELECOM INDUSTRY

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Abstract - Starting from the conventional rotary dialing and trunk call booking era the telecom industry in India has witnessed continuous new development in the technology. This development is necessarily the up gradation of the existing technology. The conventional Public switched telephone network has now become obsolete. Each new generation of the telecommunication technologies serves better than the previous one. The frequent changes in the technology demand change in employee working styles. This change demands employee to be more open for adapting and upgrading themselves technically as well as behaviorally. This paradigm shift has Positive as well as negative effect on employee satisfaction levels. Positive effects of emerging technology are manifold and the negative effects can be worked upon to make it sustainable. This paper focuses on emerging trends in technologies and challenges posed by the emerging technology in maintaining the levels of employee satisfaction in Indian telecom industry.

Index Terms- *Emerging Technologies, Employee satisfaction, Telecommunication industry, Indian market.*

I. INTRODUCTION

The technological up gradations in telecommunication field are manifold. Starting from the conventional telephony, India is witnessing the 1G, 2G, 3G and now 4G of the telecommunication services being offered. With these generations of the improved technology the private sector companies also captured the market share in telecom services. These private sector companies have created lot of employment opportunities for new talent. While the opportunities were created, the retention of these new employees for long term performance of the company became very important. Thus to retain the employee the employee need to be on a higher satisfaction level than other competitors. All the companies witnessed the attrition of employees from one group to another in the same geography for the sake of financial benefits or other associated growth perspectives. The technological developments provide the learning opportunities to the employees and the one who is capable of adapting these changes fast gets a better place and position to work. This change fosters a culture of cut throat competition among the employees. The competition among the employees due to various technological up gradations changed the behavioral attributes of the associated manpower. This has direct impact on the culture of the organization and in turn on the employee satisfaction to a large extent. The expectations of the employees also changed with the changing technological scenario.

II. EMERGING TECHNOLOGIES

In India, starting from the conventional Public switched telephone network PSTN with rotary dialing telephones the journey of technological development crossed several milestones such as fixed wire line telephones, digital signaling, copper replaced with fiber, wireless technology advanced from 2G to 3G with footprints of 4G in major part of the country. Layman in India nowadays can enjoy the latest mobile phones, high speed data connections such as 3G, wire line high speed digital subscriber lines, leased circuits on fiber connectivity and 4G is now functional with highest of the internet speed being offered. The mobile handsets are more like a computer and prove to be a preferred source of the data processing. With higher data speed applications the life has become online. Most of the transactions are being done using the telecommunication services. The stage is reached wherein we can say that we cannot imagine life without telecom product. Telecommunication products have taken vital place in human life.

III. EMPLOYEE SATISFACTION

Employee satisfaction is simply the status of the employee in the organization with the existing positioning and authority given to the employee. Employee satisfaction is a very relative term and varies as per different factors like company positioning in the market, brand name, geography, nature of job and so on. The satisfaction level of employees cannot be at one fixed level once for all. It is a varying parameter and needs to be evaluated and corrected on a continual basis. There are different perspectives of employee satisfaction level measurement and all the perspectives need to be given due consideration. The concept of employee satisfaction though in broader sense has focus on the status of employee but varies as per the different industry sector. Educational level of employees and the intellectual level needed for a particular job profile vary from one industry to another. Here we are considering telecommunication industry. Being service industry customer centricity is the key factor for success of the company. Hence all the employees at all levels have keep focus on the customer service. This is the market differentiator for almost all competitors in telecommunication service providing companies. As far as telecommunication service providing companies are concerned the employee work profile demands 24x7x365 service availability.

This means that the employees work in shifts and in case of emergency outages or any such circumstances demands availability of manpower all the time. In this case employee satisfaction is a crucial measure. The possibility of having dissatisfaction for work profile is more. Of course, there can be balance of this negative side by providing competitive perks and benefits to such employees to ensure overall employee satisfaction. But only benefits of pay cannot be the motivator all the time. There is a need to inculcate a culture such that there is feeling of ownership of work in all employees from within. The human resource management team in any organization is expected to plan and execute different program for employee satisfaction at all levels. There are lots of standard practices available to understand the current level of employee satisfaction and the results obtained help to frame the action plan for enhancement in employee satisfaction. The concept of employee satisfaction though related with human resource department in any organization, it is the collective responsibility of all the teams and especially the leadership team. The employee welfare orientation of leadership in any organization assures long term success and growth of any organization

IV. EMPLOYEE SATISFACTION IN TELECOMMUNICATION INDUSTRY

Let us try to understand the organization of telecommunication industry. There are leadership positions in all the departments and the departments are framed as per the different functions being performed. The different departments comprise of technical and non-technical activities in general. Technical departments include Network Planning and Design, Network Implementation, Network Operations and Non-technical departments include sales, customer service, revenue assurance, billing and customer retention, supply chain management. This division is in general and the technical and non-technical inclusions may vary as per different operators in telecommunication sectors. The manpower or employee in technical function are mostly engineering graduates whereas the non-technical function includes other academic qualifications other than technical or engineering. It is generally noticed that the technical level of staff demand more comfort and facilities in their workplaces and are always in demanding mode. Whereas the non-technical people demand less comparatively but the demands are still there. The organization has to work out a policy and facility in line with the market scenario to keep the employee morale high. One of the best ways to understand the satisfaction level of employee is to conduct the satisfaction survey. In telecommunication Industry the employee profile demands availability of services all the time and hence the employee should be ready to serve the customer needs as and when demanded. The employee satisfaction parameters in telecommunication industry will include the designation and authority assigned to employee, the pay and perks offered at various level, management or justification of the discrimination of pay package at different levels, growth opportunities provided, performance monitoring system and reward and recognition associated for the performance achievement, indirect benefits such as medical facility , higher education policy . The technical employees prefer to look for career growth opportunities in line with the enhancement of education .The technical employees need to keep themselves ready to adapt changes or up gradation in technology as they have to provision for the services with latest and higher standards. The technical employees play very important role in the upgradations.The non-technical employees also need to adjust them to changing processes and procedures associated with the technological changes and the real challenge of managing the employee satisfaction of technical and non-technical staff both at the same time starts here..

V. EFFECT OF EMERGING TECHNOLOGY ON EMPLOYEE SATISFACTION IN TELECOMMUNICATION INDUSTRY

The technological advancements have effect on the employee satisfaction. Let us first consider the positive effects of emerging technologies. It is due to the technological advancement that the telecommunication industry has witnessed paradigm shift in terms of operating methods. The conventional telephone exchange has transformed into digital. The manpower requirement has reduced and the company is able to improve on performance by reducing the number of people. The work is accomplished in less number of technically skilled people. The physical connectivity has been backed up by wireless connectivity resulting into the seamless operation of services and improving the grade of services by reducing the outage time. This backup mechanism has again reduced in the requirement of manpower to maintain the physical connectivity equipment. If we try to look at the number of people in telecom during last decade we will find that there is a definite reduction in the headcount. The employees have been provided with high speed data connectivity services, latest upgraded mobile handsets, lap tops, memory cards, which made the life digital for employees. This transition has helped employees to improve on work efficiency and also improved the response time. The employee can work from anywhere till the time system demands physical interaction. Thus we can see that the manpower reduction, fast response, employee being offered more facilities is the positive effects of technological improvements. These positive effects have direct effect on the employee level of satisfaction, the employees with the latest technology devices being offered by the company gets strong motivation to work better. Due to the less number of people the interaction times are also reduced making the communication simpler and faster within employees. The reduced manpower due to technical improvement has ultimately increased workload for the existing employees. Being digital world, the employee need to handle more advanced equipment and the responsibility of keeping the services up all the times has increased work stress for the employee. This is not the case with only technical staff .If we look at customer service or sales department the employee has to rush to the client to prove the faster services. The customer retention has become more critical and proves to be the key factor in the success of the organization .This has increased the stress on non-technical employees as well. These factors affect the employee satisfaction. Gone are the days when customer can wait in long queues for the services. Every service has to be fast and this requires expert manpower to cater the customer needs in a better way. Hence at all the levels of employee in telecommunication organization the stress level of work in increased. This stress affects the employee communication. The employee gets frustrated due to the long working hours and due to the emergencies in service sector. The latest of the technology on one hand makes the life of employee easy and on the other hand puts pressure on employee for performance excellence. If we look at the overall process flow of the service, the very instance the customer purchases the service, the order generation, order processing, the technical provisioning and the customer service teams need to work in synchronism and at a faster rate. This demand of fast response from mutual departments adds extra pressure on employee. While having the latest of the telecom products as a luxury the employees are still not very satisfied with this facility. The 4G connectivity has given the high speed internet services but has deep impact on day to day life of employee. Though the employee prefer work from anywhere but still fees pressure of getting official calls , online video call meeting etc and is always under stress for this . The sales employee targets are steeper and they also need to be in touch with the customer to differentiate themselves from competitors. With the tag line of 'survival is the fastest' the response time of service needs to be shortest of all. The telecom products have added to the luxury of life and help to improve the data communication, networking of people on social

media. The employee can enjoy latest of the services to keep in touch with all the people and understand about the happenings around at a faster speed but at the same time miss personal interaction ,face to face interaction which has resulted into more pragmatic approach in handling the people matters. The technological up gradation has improved technically but has badly impacted on the emotional intelligence of the people to a large extent. The employee satisfaction in the organization is dependent on these factors as well .The employees start demanding more and more luxury and start registering the dissatisfaction in the absence of these facilities.

VI. CONCLUSION

The emerging technology definitely has a considerable effect on the employee satisfaction level in telecommunication industry. The employee satisfaction can be enhanced by the organizations by accepting the side effects of technological developments and provide more suitable facilities which are aligned with the recent trends. The technology advancement has to be coupled with the employee motivational activities aligned with the organizational strategy. The telecommunication sector industry is witnessing a cut throat competition and needs a robust employee engagement model to ensure the retention of right talent with higher satisfaction levels.

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