

Human Resource Planning in the Telecommunication Industry

Dr. Khaled Banyhamdan

Business Administration Dept. Applied Science University, Jordan,

banyhamdan@yahoo.com

Abstract: The purpose of this research is to explore the influence of human resource planning in the Jordanian Telecommunication Industry on the business productivity. The study surveyed HR managers and staff at telecommunication companies in Jordan. A questionnaire was designed and used to collect data. Statistical analysis was conducted on the data compiled from 375 workers within the HR departments at the Telecommunication companies. The results implied a strong relation between HR planning and business productivity at the telecommunication companies.

Keywords: Human Resource, Planning, Business Productivity.

1. INTRODUCTION

In the Telecommunication Industry, human resource planning is one of the important activities that must be well designed to control the most important of all resources within the Industry (Dessler, Gary. 1984). Human Resource management is well known as the management of human resource which is related to the human factor within the organization (Biles 1980). It means controlling the factors that affect productivity within the organization. Productivity means more profit through obtaining maximum work efficiency which shall achieve organizational goals and achieves the competitive advantage organizations are striving to achieve. This in turn is reflected in generating more and more income for the organization and leading to enhanced profits (Burack 1980).

If we look at Human Resource planning from the industry point of view it may be obvious that all industries and all levels of business require human resource and human resource management, each type of industry has its own requirements and own nature of work force requirement (Biles 1980).

The Telecommunication Industry human resources has more technical experience than any other industry out there (Duncan 2003). The rapid changes and new developments in the information technology sector affected the telecommunication industry needs of highly talented and skilled human resource capital at both the front office and the back office operations through which organization shall be able to satisfy the ever changing needs of its customers (Gary Flake 2000). As a result Information Technology organizations needs a highly skilled work force both at managerial and field and technical level.

2. THE TELECOMMUNICATION INDUSTRY

Today the Telecommunication Industry is large in both resources and revenue compared to other sectors of the economy (Kochan 1985). To guarantee its profitability it must manage its human resources effectively and with extreme professionalism.

Human Resource in the Telecommunication industry is divided into several levels, the administration level, the managerial level and the individual level. The administration level

are the CEO and the administration board (Gary Flake 2000). It is worthy to mention that in the Telecommunication Industry at this level exists people with technical experience and qualifications needed for strategic guidance and planning relative to the telecommunication sector. The managerial level include the departmental heads and managers (Biles 1980).

The Departmental heads are the heads of each department within an organization (White 2006). In the telecommunication industry there would be multiple technical and non-technical departments such as the marketing, the sales department, the human resource department, the customer service department, the information technology department, and the research and development department (Hax 1985). The Third levels include the individuals who are at the middle and lower levels of the pyramid. It includes the supervisors the middlemen departmental link workers and the field workers (Walker 1980).

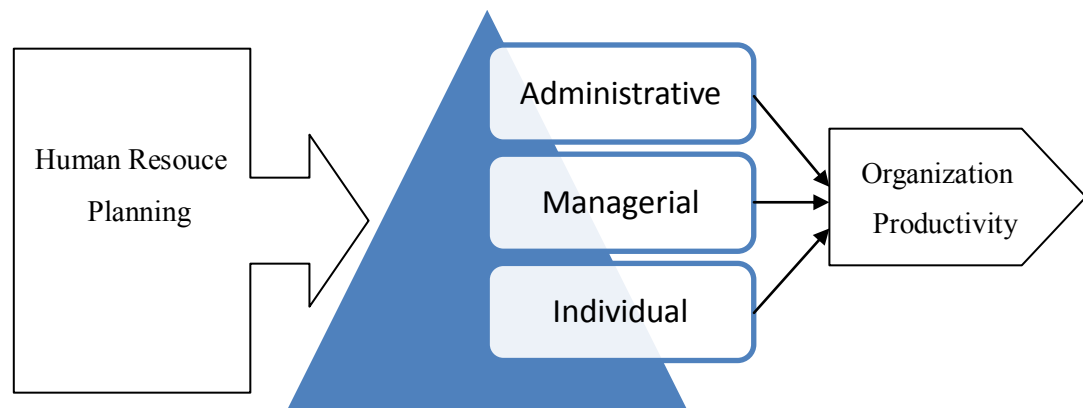
3. RESEARCH MODEL

The purpose of the research is to explore the influence of human resource planning in the Jordanian Telecommunication Industry on the business productivity and to provide recommendations to the management of the Telecommunication organizations with regards to the planning of their human resources to increase their productivity.

4. PROBLEM STATEMENT

Planning and managing Human Resources is vital for the profitability and productivity of all organizations in the Telecommunications Industry. This research aims at helping Telecommunication organizations realize the importance of Human Resource planning with regards to achieving productivity at all organizational levels.

5. RESEARCH MODEL AND HYPOTHESIS



The researcher drafted the following hypothesis to study the relationship between Human Resource Planning and Productivity at all organizational levels.

H1: Human Resource Planning at the Administrative level is positively related to productivity of Telecommunication organizations

H2: Human Resource Planning at the Managerial level is positively related to productivity of Telecommunication organizations

H1: Human Resource Planning at the Individual level is positively related to productivity of Telecommunication organizations

6 FINDINGS AND PRACTICAL IMPLICATIONS

Statistical analysis was conducted and a goodness of fit (“ANOVA”) for the research was generated. It had a value of significance - “sig” of .000 (sig < .01) therefore the model is significant at 99% and therefore a relationship was found and we accept the research model.

The R value for the three independent variables (administrative, managerial and individual) was 0.867, and the R² of 0.735 indicated that 73.5% of the variance in organization productivity could be explained by the independent variables (administrative, managerial and individual HR levels). The results indicated that the three constructs were significantly related to the productivity of telecommunication organizations.

The researcher conducted multiple regression analysis and extracted the table of coefficients. Analysis results showed that:

(H1): The regression coefficient for Administrative level is 0.476 ($p = 0.003$, $p < 0.05$). The regression results indicated that the H1 hypothesis stands. Human Resource Planning at the Administrative level is positively related to productivity of Telecommunication organizations.

(H2): For the second hypothesis, the regression coefficient is 0.236, and the significance level is 0.002 ($p < 0.05$). Therefore Human Resource Planning at the Managerial level is positively related to productivity of Telecommunication organizations.

(H3): The regression coefficient is .768, and the significance level is 0.001 ($p < 0.05$). Therefore, Human Resource Planning at the Individual level is positively related to productivity of Telecommunication organizations.

7 RESULTS AND CONCLUSIONS

Planning of resources at HR departments in the Telecommunication Industry in Jordan is at a very early stage. The research suggests employing Human Resource planning at Telecommunication organizations leads to improved productivity and thereby increase organizational income and profit. Human Resource planning are of prime importance and largely determine the effective functioning or profitability of a telecommunication industry. A well planned human resource implies a maximum efficiency in operations and maximal output leading to productivity.

REFERENCES

Biles, George E and Holmberg, Steven R. Strategic Human Resource Planning. Glenn Ridge, NJ: Thomas Horton and Daughters, 1980

- Burack, Elmer H. and Mathys, Nicholas J. Human Resource Planning. Lake Forrest, IL:Brace-Park Press, 1980
- Dessler, Gary. Personnel Management. Reston, VA: Reston Publishing Co., 1984
- Duncan Watts. "Six Degrees: The Science Of A Connected Age". W.W.Norton, London, 2003.
- Gary Flake, Steve Lawrence, and C. Lee Giles. "Efficient identification of web communities". In Sixth ACM SIGKDD, International Conference on Knowledge Discovery and Data Mining, pages 150–160, Boston, MA, 2000.
- Hax, Arnolodo C. "A Methodology for the Development of a Human Resource Strategy," Cambridge, MA: Sloan Management Review (March 1985).
- H. White, S. Boorman, and R. Breiger. "Social structure for multiple networks", American Journal of Sociology, 81, 2006.
- Kochan, Thomas A. and Chalykoff, John. "Human Resource Management and Business Life Cycles: Some Preliminary Positions." Sloan School of Management (May 1985).
- Walker, James W. Human Resource Planning. New York: McGraw-Hill Book Co., 1980