

UNFAIR HRM PRACTICES IN THE TELECOM SECTOR IN SAUDI ARABIA: AN EMPIRICAL INVESTIGATION OF SELECTED PUBLIC AND PRIVATE SECTOR COMPANIES

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Abstract: *This research paper has identified the Unfair Human Resource Management (HRM) Practices in Telecom Sector in Saudi Arabia. The main objective of the study stood at empirically examining the HRM practices prevailing in the public and private sector telecom companies in Saudi. A survey was conducted with the help of a questionnaire comprising 57 items related to the HRM practices, divided into ten categories of variables related to Job Analysis, Recruitment and Selection, Training and Development, Performance Appraisal, Compensation and Benefits, Working Condition, Security and Health, Communication, Co-worker Relation and Intention to Stay in the Company. The hypotheses of the study are based on these dimensions and the status of the stated variables is analyzed at all the levels of employees in the telecom sector of the Kingdom of Saudi Arabia. A comparative study is developed by interpreting the responses of the employees from these selected organizations. The sample taken is believed to be representative of all different jobs and jobholders' segments by age, sex, experience, Qualification, department, income group, etc. A total of 250 questionnaires were distributed among the employees of three major telecom companies namely, STC, Mobily and Zain, out of which 210 were selected for final analysis and interpretation and to draw conclusions for the study. SPSS has been used to analyze the data and results have been presented in different tables according to findings. The study suggested of implementing the fair HRM practices to create enthusiasm and motivation among the employees.*

Keywords: *Unfair HRM Practices, Telecom Sector, Employees, Management, Saudi Arabia.*

1. INTRODUCTION

In the wake of deregulation, liberalization and globalization of all the sectors around the world, the telecom sector is also getting gradually internationalized. In such an environment, Saudi Arabian telecom companies have also to equip themselves to meet the challenges of competition within the country as well as from outside. And as they proceed to do this, they

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have to ensure that their human resources remain sound in order to face such challenges. The image of the company and its overall effectiveness depends upon the performance level of its employees up to a large extent. Performance of employees can be enhanced only through the implementation of fair human resource management practices. The more the implementation of human resource management programs, the better the performance of employees. Human resource management is the basic requirement of any dynamic organization. Success of any organization depends on the development of its human resources. In an ever-changing business environment, human resource management is indispensable. Human resource management is an emerging area of knowledge that has fascinated the interest of all stakeholders. It is against this backdrop that the present study was conducted to make an empirical assessment of the unfair HRM practices if any from the existing employees' point of view and offer suggestions to create an environment of fairness in the telecom companies of the Kingdom.

2. REVIEW OF LITERATURE

Human Resource Management has become a buzz word in today's academic and industrial world. All over the globe a number of researches have been conducted in this field. Krishnaswamy (1985) made an attempt to identify the nature and characteristics of manpower planning activities practiced in Indian manufacturing organizations. Questionnaires received from 45 firms and interviews with personnel managers, industrial engineers, and heads of the divisions from 23 firms comprised the database. All the organizations examined carried out functions associated with the manpower planning either in a fragmentary way or in totality, either sporadically or continuously. In forecasting the manpower planning requirements, larger companies adopted several approaches, while smaller companies used single approach. Less than 50 per cent of the companies used systematic manpower inventories and the manpower audit was systematic in only 20 per cent of the companies, primarily the large ones. The reasons found for the employee's turnover included better career prospects and adjustment problems with peer groups. Thus, companies need to provide adequate career opportunities and the personnel department needs to watch the 'peer group' relationship of key personnel.

Jain (1991) has sought to explain that while most of the human resource management policies in India have been borrowed from a Western context, many of the modern Western ideas and theories do not always work in

practice because there is a mismatch between the Western management theories and the Indian culture and value system. In another study, Sharma (1992) discussed that lack of management training in India is quite rampant and structurally small and medium sized organizations and a number of managers exhibit greater tendencies to be non-trainers. Organizational size is negatively correlated to management training of the many suggested causes of lack of management training in India. Financial constraints were reported as the single most important factor by 89 per cent of the respondents in a recent survey. Realizing the worth of management training, almost 3/4 of the non-trainees hoped to initiate the management training in future. However, there were some conditions attached to embracing it as an integral part of their strategy. Non-trainers were asked to express their opinion about the importance of various skills from a list of 6 general and 7 functional skills, the response pattern is more pronounced with high degree of unanimity compared to junior or middle levels. With so much at stake from the small organizations' perspective, some regulatory mechanism will have to be instituted if the existing situation is to be salvaged.

Murty (1995) rightly observed that the management accountants in construction companies should realize that the time is ripe to break the ice and start introducing HRA in the companies they work. As the oddities are more in this task, the introduction of HRA requires detailed planning, sustained efforts and longer time to implement. Bangar (1998) examined rapid changing environment in different industries with reference to the development of technology relating to satellite and communication in Indian context. He noticed stiff competition in the job market, demand of enrich quality, novelty items and lack of skilled human resource at the reasonable prices. These issues are forcing the organization to adopt different strategies for meeting the challenging tasks of raising the overall productivity and acquire a competitive edge. While every factor of production has a contribution to make towards productivity, improvement in human resource has a far more significant role to play. A Selvaraj (1999) has made a thorough study of existing Human Resource Management Policies in banks in the selection process. His paper has pointed out the fact that in the present scenario, conventional method of selection procedure doesn't produce expected result. So it is suggested that all the banks need to strengthen their capabilities for selection, evolving appropriate and effective techniques for application in administration for development. Chandran (2003) highlighted the most important asset of the company i.e., human resource and its valuation. Initially, human assets were supposed to be necessary and it was

simply difficult to value them as there was no such parameter to value them but slowly, with the progress and advancement in the field of technology, human element started getting importance and got recognized in early 1990's and in 1995-96, Infosys- technologies became the first software company to value its human resources. He explained that the employees are the most valuable resource unlike any other resource of the company.

Shipton et. al (2004) suggested that HRM practice is one of the important predictor of performance of an organization. They argued that human resources management systems have the potential to promote organizational innovation in the corporate sector all over the world. They clarified their point with the help of longitudinal data from 35 UK based manufacturing companies which showed that organizational innovation is definitely improved in those companies where there is a supportive learning climate, and inhibited in those organisations which have linkage between remuneration and performance appraisal. Rizvi and Akhtar (2005) concluded that the human resources management is vital for the success and survival of the Indian Insurance Industry. In this competitive environment, companies need to focus on the recruitment, selection, training, compensative, retention and performance of its agent force.

Khan et.al (2005) found that stress problem, unrealistic target, monotonous jobs, rude customers, safety of female employees, health problems are some major issues that essentially evoke a set of strategy to overcome these problems. The go home message for BPO companies is to wipe out these problems by implementing employees orientation programmes, freedom to choose flexi-time, workshop on spiritual exercise, proper break in working hours, proper exit interviews, honing the employees through proper training, proper succession planning, transformational leadership, employee satisfaction surveys, rewards and recognition programme. Implementing these strategies, in letter and spirit, will sanguinely set the stage which will help the employees becoming globally competitive. Garg et. al. (2008) conducted a study of HR Practices in the Indian Financial Sector. They found that the Indian financial sector is currently witnessing rapid growth and expansion. But the HR policies, systems and processes are not fully geared towards meeting the challenges of expansion taking place in the Indian financial sector. With human capital being a key driver of organizational success in the service industry, this needs to be seriously looked into. Rather than enabling HR to be a source of competitive advantage for firms, an unplanned and ad hoc approach towards HR can become a barrier for success in the future. As a function, organization

should empower HR to become a 'motivating' arm rather than just a 'hygiene' arm. Only then will human resources be able to play a strategic role in the future.

Vanhala and Ahteela (2011) jointly concluded in their research paper that the trust of employees in every organization is directly linked to the perception of the fair dealings and overall functioning of human resource management practices. These practices can surely be used to build the impersonal dimension of mutual trust and confidence of the organization. Further, Tiwari (2012) considered HR as one of the most significant asset of the company for gaining a competitive edge. The management of this vital resource is a highly challenging task as compared to the technology and capital as it requires sound human resource management practices as well as their effective HRM system. He also felt that in order to achieve the goals of the organization there is an urgent need of managing the pool of human resources. Lamba and Choudhary (2013) investigated the impact of human resource management practices on their commitment level in Indian industries. Their main finding is tilted to the fact that how human resource management practices adequately ensure the employee's commitment towards achieving the organization goal in the highly competitive business environment.

Jeet and Sayeeduzzafar (2014) concluded in their research paper that in a highly volatile business environment in recent era which has made the acquisition and optimization of human resource a very challenging task. The growth and development of an organization to a large extent depends upon a number of factors but the human resource is the most crucial factor that affects the performance of an organization. This vital resource helps an organization in manufacturing innovative products and high-quality services. Maharjan and Sekiguchi (2016) indicated in their findings that the institutional distance can largely promote, rather than obstruct, the transfer of human resource practices, as long as the practices are able to address local needs. They also pointed out clearly that the nature and requirements of the local labour market are stronger predictors of the transfer of human resource practices as compared to institutional and cultural distance factors.

3.1 Research Gap

The foregoing review of literature reveals that various studies have been conducted in the field of human resource management in the public and private sector companies all over the world, but no study has been conducted to examine the unfair human resources management practices in

telecom sector around the globe till date. The researchers intend to put in an honest effort to provide their sincere contribution in this sphere. The researchers firmly believe that the proposed research would be a pioneering endeavour in this direction and would bring into light unfair HRM practices if any in the telecom sector of the Kingdom which will further provide an opportunity to researchers to explore in the unexplored areas.

3.2 Research Objectives

In general form, the present study has been conducted to pursue the following broad objectives:

- To study the existing HRM Practices in Telecom Companies in Saudi Arabia;
- To highlight the fair and unfair HRM Practices in public as well private sector telecom companies in Saudi Arabia; and
- To identify problem areas and suggest suitable recommendations to improve the HRM Practices in the Telecom Companies in Saudi Arabia.

3.3 Research Methodology

Study Design

From the reason that Emanate from the nature of the subject and its scope, the type of study adopted is basically an explanatory/analytical case studies in the telecom sector in Saudi Arabia.

Sample Design

A simple random sampling technique has been employed in order to draw reliable conclusions from telecom companies in Saudi Arabia depending upon the research grants. This mode of selection rules out any bias creeping into the opinion survey and lends lot of credence to the outcome of the study. The sample taken is believed to be representative of all different jobs and jobholders' segments by age, gender, company type, marital status, salary, experience, size of the family and qualifications. For this research, samples have to be taken since it is not possible to cover such a vast country on account of impediments of time, finance and other resources required for the purpose. A total of 250 questionnaires were distributed among the employees (100 to STC, 75 each to Mobily and Zain) of three major telecom companies namely, STC, Mobily and Zain, out of which 210

were selected for final analysis and interpretation and to draw conclusions for the study. The Employees have been requested to rate the variables at five point scale on the basis of their perceived dimensions. Against every question in each statement, five options of answers are given, i.e. 'Strongly Agree', 'Agree'; 'Neutral'; 'Disagree' and 'Strongly Disagree'. Each respondent is advised to tick the option that represents the perception most truly and faithfully.

Measurement

For the reason indicated in the limitations of the study section, the paper revolves around and considers only unfair human resource practices in the telecom sector in Saudi Arabia. As mentioned in the research gap that No attempt till date has been made to collect the data from other undertakings to make comparison with that of the telecom companies of Kingdom of Saudi Arabia. Therefore, the data acquired has been measured in comparison with the variables related to that specific data. SPSS tools have been applied to draw important conclusions.

Instruments of Data Collection

Both primary and secondary data presumed to be relevant and reliable for the study have been collected. The secondary data has been gathered from available personnel records, annual reports of the Telecom Companies, newsletters, collective agreements, proclamations, etc. Well designed and comprehensive questionnaires in Arabic and English and by conducting structured and unstructured interviews have been the instruments of collecting primary data.

Limitations

The Researchers tried their level best to elicit all required data on unfair HRM practices of telecom sector in Saudi Arabia, but since the study relies on opinions of employees, it is not free from bias. In addition, the study has been conducted only in some selected cities due to constraint of time and money. The sample size is confined to the 210 respondents; however the researchers wanted to conduct a big survey but the employees were reluctant in expressing their opinion freely without any hesitation. Moreover, there was also lack of interest in responding as most of the employees were very

busy on account of finger prints registration process as per the new government policy.

3.4 Hypotheses

H₀₁: There is no significant difference in HRM Practices of employees between STC, Mobily and Zain towards Job Analysis.

H₀₂: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Recruitment and Selection.

H₀₃: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Training and Development.

H₀₄: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Performance Appraisal.

H₀₅: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Compensation and Benefits.

H₀₆: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Working Condition.

H₀₇: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Security and Health.

H₀₈: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Communication.

H₀₉: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards Co-worker Relation.

H₁₀: There is no significant difference in HR Practices of employees between STC, Mobily and Zain towards their Intention to Stay in their Company.

4. RESULTS AND DISCUSSIONS

In order to have a comprehensive idea about the existing HRM practices of telecom sector of Saudi Arabia, it would not be out of place to first have a look at their demographic profile which includes, age, gender, company type, marital status, salary, experience, size of the family and qualifications. Understanding demographic profile can help us better prepare for the study of the problem. All the variables of the demographic profile explained the

type of population used for collecting data. On the basis of the type of company, various other results were generated.

Table 1.
Age of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
18-25 years	48	22.9
26-30 years	51	24.3
31-35 years	46	21.9
36-40 years	41	19.5
41-50 years	18	8.6
51 years and above	6	2.9
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

The above table shows the different age groups performing their duties with different durations. Total number of respondents used for the analysis is 210. Out of 210 employees, 22.9 per cent are in the age group between 18-25 years, 24.3 per cent fall in the category of 26-30 years of employees. Least to this, 36-40 years of age are 19.5 per cent of total respondents. Those in the age group from 41-50 years are only 8.6 per cent (only 18 employees) showing that senior employees have less strength in all the three companies. And the age group of 51 years and above shows only 2.9 per cent (only 6 employees) out of total 210 employees. The above table shows that most of the employees are from young generation in all the three companies.

Table 2.
Gender of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
Male	210	100.0
Female	00	00
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

It was observed that respondents of all the three companies i.e. STC, Mobily and Zain are males. On enquiry it was observed that corporate work is done mainly by males in Saudi Arabia. Females are now coming up in jobs now as per the new government policy. But researchers could not approach the female employees due to lack of access.

Table 3.
Organisation of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
STC	90	42.9
Mobily	63	30.0
Zain	57	27.1
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

As data was collected from three companies, STC, Mobily and Zain, the observations collected from STC were 42.9 per cent (90 employees out of 210). The respondents from Mobily Company were 30 per cent (63 out of total 210 employees) and from Zain Company, 57 respondents were taken into consideration. STC is the Public Sector telecom player of the Kingdom and Mobily and Zain hail from Private sector companies.

Table 4.
Marital Status of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
Married	141	67.1
Unmarried	69	32.9
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

When the marital status was checked, it was revealed from the Table (4) that 141 respondents (67.1 per cent) were married and rest 69 respondents (32.9 per cent) were unmarried in all the three companies. This further shows that most of the employees are of the age group between 25 to 40 years of age and are married.

Table 5.
Respondents' Family Size

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
2-3 Members	57	27.1
4-6 Members	111	52.9
7 Members and Above	42	20.0
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

Table (5) reveals the number of family members of the respondents. According to the analysis done, 57 respondents (27.1 per cent) have 2-3 members in their family, 111 employees (52.9 per cent) having 4-6 family members and 42 respondents have 7 or more family members. This shows that most of the respondents have average of 4-6 members in their family.

Table 6.
Working Experience of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
1-5 years	87	41.4
6-10 years	60	28.6
11-15 years	30	14.3
16-20 years	15	7.1
21-25 years	15	7.1
26 years and above	3	1.4
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

From the above table it is clear that important experience groups among the respondents is 1-5 Years which constitutes 41.4 percent. 'Experience' group of below 6-10 Years constitutes the second highest i.e. 28.6 per cent. The 'Experience' group of 11-15 Years constitutes only 14.3 per cent respondents. Out of total 7.1 per cent comes under the experience group of both i.e. 16-20 years and 21-25 years. The experience group of 26 years and above constitutes only 1.4 per cent of the total respondents.

Table 7.
Qualifications of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
High School	21	10.0
Intermediate	48	22.9
Graduate	123	58.6
Post Graduate	12	5.7
Others	6	2.9
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

The level of education provides welfare for the success of the company. Hence the level of education of the employees is considered as one of the important profile in data collection. The highly educated and trained employees are more aware of the work and practices as compared to uneducated and inexperienced customers. The education levels of respondents are High school, Intermediate, Graduate; Post graduate and others. The above table explains the distribution of respondents on the basis of their level of education. The least level of education among the respondents is High School, Post Graduate and others which constitutes 10 per cent, 5.7 per cent and 2.9 per cent to their respective total. The number of Graduates are 58.6 per cent (123 respondents out of total 210) in STC, Mobily and Zain, whereas Intermediate are 22.9 per cent.

Table 8.
Category of Work done by the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
Professional and High level Supervisors	84	40.0
Administrative, Semi-Professional and Clerical	87	41.4
Technical and Skilled	39	18.6
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

The category of work of the employees reveals the nature of work done by them. It is included as one of the profile variables. The designation of the employees is confined to Professional and High level Supervisor, Administrative, Semi-Professional and Clerical, Technical and Skilled. From the above table it is clear that important categories of work are Professional and High level Supervisor and Administrative, Semi-Professional constituting 40 per cent and 41.4 per cent respectively. Technical and Skilled category constitutes 18.6 per cent of the respondents.

Table 9.
Nationality of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
Saudi	201	95.7
Non-Saudi	9	4.3
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

From the above table it is evident that 201 respondents (95.7 per cent) are “Saudi” out of the 210 total respondents and 9 respondents (4.3 per cent) are “Non-Saudi”.

Table 10.
Range of Income of the Respondents

<i>Particulars</i>	<i>Frequency</i>	<i>Percent</i>
SR Below 10000	93	44.3
SR 10000-20000	81	38.6
SR 20000-30000	24	11.4
SR 30000 and Above	12	5.7
Total	210	100.0

Source: Compiled and analyzed from the questionnaire using SPSS

The above table shows the Range of Income of the respondents. It is included as one of the important demographic profile variables. The Monthly Family Income of the respondents is confined to the following categories like SR below 10000, SR 10000-20000, SR 20000-30000 and SR 30000 and above. From the above table it is clear that first category is “SR below 10000” constitutes 93 respondents (44.3 per cent), second category is SR 10000-20000 which contains 81 respondents (38.6 per cent), third category is “SR 20000-30000”, having 24 respondents (11.4 per cent) and finally the last category “SR 30000 and above” contains only 12 respondents (5.7 per cent).

4.1 Reliability of Data

In order to understand whether the questions in this questionnaire all reliably measure the same latent variable, a Cronbach's alpha was run using SPSS version 16.0 on a sample size of 210 employees. All the 57 items covered were found in the range of 0.897 to 0.927 that indicates good consistency among the items. Overall score in all the variables is 0.913, which is a good indication of the satisfactory reliability of the scale. The statement wise reliability of 10 factors and assessment of reliability, variable wise is shown below:

Table 11.
Assessment of Reliability

<i>Variables</i>	<i>Cronbach's Alpha (α)*</i>
Job Analysis Practices	.916
Recruitment and Selection Process	.902
Training and Development Practices	.901
Performance Appraisal Practices	.898
Compensation and Benefits Practices	.893
Working Condition Practices	.900
Security and Health Practices	.900
Communication Practices	.903
Co-worker Relation Practices	.897
Intention to Stay in this Company	.927

*Alpha value of 0.7 or higher is considered acceptable (Nunnally, 1978).

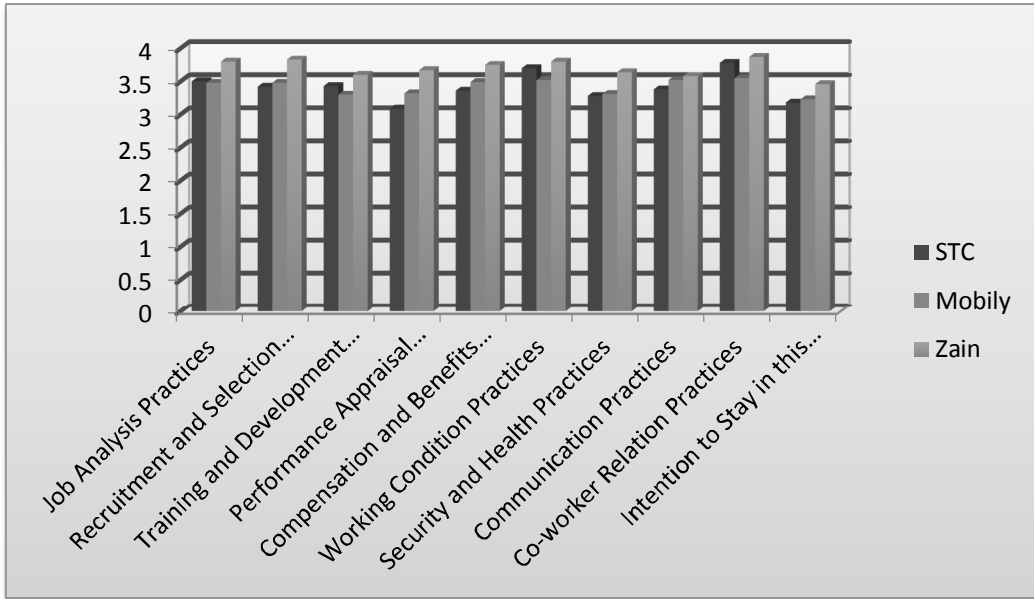
Source: Compiled and analyzed from the questionnaire using SPSS

Table 12.
Showing Mean Values of STC, Mobily and Zain

<i>Particulars</i>	<i>Mean</i>		
	<i>STC</i>	<i>Mobily</i>	<i>Zain</i>
Job Analysis Practices	3.5	3.48	3.8
Recruitment and Selection Practices	3.42	3.48	3.83
Training and Development Practices	3.43	3.3	3.6
Performance Appraisal Practices	3.09	3.32	3.67
Compensation and Benefits Practices	3.36	3.49	3.75
Working Condition Practices	3.7	3.52	3.8
Security and Health Practices	3.28	3.31	3.64
Communication Practices	3.38	3.52	3.58
Co-worker Relation Practices	3.78	3.55	3.87
Intention to Stay in this Company	3.18	3.23	3.46

Source: Compiled and analyzed from the questionnaire using SPSS

Chart 1: Showing Mean values of STC, Mobily and Zain



Source: Compiled and analyzed from the questionnaire using SPSS

It is found from the above table that the HRM practices have been classified into three categories, namely, Fair, Partially Fair and Unfair. A careful analysis of data clearly pointed out that the ZAIN telecom company has the highest mean values for all the dimensions clearly indicating that the respondents of Zain have a positive perception on HR Practices in comparison to STC and Mobily. Hence, in all 10 dimensions, the HRM practices in ZAIN Telecom Company were found to be quiet fair and transparent. The position of Mobily Telecom Company was either unfair or partially unfair. The position of STC has been at a low level in terms of fairness and the respondents differs in terms of almost all 10 dimensions.

Table 13.
One Way ANOVA for Checking Significance Difference between Three Groups

		Sum of Squares	df	Mean Square	F	Sig.
Job Analysis Practices	Between Groups	3.975	2	1.988	6.276	.002
	Within Groups	65.562	207	.317		
	Total	69.537	209			

Table 13 contd...

Recruitment and Selection Practices	Between Groups	6.393	2	3.196	6.409	.002
	Within Groups	103.234	207	.499		
	Total	109.627	209			
Training and Development Practices	Between Groups	2.606	2	1.303	3.750	.025
	Within Groups	71.922	207	.347		
	Total	74.529	209			
Performance Appraisal Practices	Between Groups	12.029	2	6.015	12.110	.000
	Within Groups	102.809	207	.497		
	Total	114.838	209			
Compensation and Benefits Practices	Between Groups	5.478	2	2.739	4.617	.011
	Within Groups	122.795	207	.593		
	Total	128.273	209			
Working Condition Practices	Between Groups	2.515	2	1.257	3.828	.023
	Within Groups	67.981	207	.328		
	Total	70.495	209			
Security and Health Practices	Between Groups	5.131	2	2.565	4.228	.016
	Within Groups	125.608	207	.607		
	Total	130.738	209			
Communication Practices	Between Groups	1.520	2	.760	.995	.372
	Within Groups	158.134	207	.764		
	Total	159.654	209			
Co-worker Relation Practices	Between Groups	3.369	2	1.684	2.531	.082
	Within Groups	137.752	207	.665		
	Total	141.121	209			
Intention to Stay in this Company	Between Groups	2.963	2	1.482	6.305	.002
	Within Groups	48.645	207	.235		
	Total	51.609	209			

Source: Compiled and analyzed from the questionnaire using SPSS.

The f- value is 6.276 and sig. value is 0.002 which is less than 0.05, which indicates that there exist difference in the perception of employees in HR Practices between STC, Mobily and Zain. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Job Analysis Practices stands **Rejected**.

The f- value is 6.409 and sig. value is 0.002 which is less than 0.05, which indicates that there exist difference in the perception of employees in HR Practices between STC, Mobily and Zain. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Recruitment and Selection Practices stands **Rejected**.

The f- value is 3.750 and sig. value is 0.025 which is less than 0.05, which indicates that there exist difference in the perception of employees in HR Practices between STC, Mobily and Zain. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Training and Development Practices stands **Rejected**.

The f- value is 12.110 and sig. value is 0.000 which is less than 0.05, which indicates that there exists difference in the perception of employees in HR Practices. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Performance Appraisal Practices stands **Rejected**.

The f- value is 4.617 and sig. value is 0.011 which is less than 0.05, which indicates that there exists difference in the perception of employees in HR Practices. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Compensation and Benefits Practices stands **Rejected**.

The f- value is 3.828 and sig. value is 0.023 which is less than 0.05, which indicates that there exists difference in the perception of employees in HR Practices. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Working Condition Practices stands **Rejected**.

The f- value is 4.228 and sig. value is 0.016 which is less than 0.05, which indicates that there exists difference in the perception of employees in HR Practices. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Security and Health Practices stands **Rejected**.

The f- value is 0.995 and sig. value is 0.372 which is more than 0.05, which indicates that there is no difference in the perception of employees in HR Practices. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Communication Practices stands **Accepted**.

The f- value is 2.531 and sig. value is 0.082 which is more than 0.05, which indicates that there is no difference in the perception of employees in HR Practices. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Co-worker Relation Practices stands **Accepted**.

The f- value is 6.305 and sig. value is 0.002 which is less than 0.05, which indicates that there exists difference in the perception of employees in HR Practices. Hence, the hypothesis that there is no significant difference in HR Practices of employees between STC, Mobily and Zain towards variable Intention to stay in the Company stands **Rejected**.

5. CONCLUSIONS AND SUGGESTIONS

The findings of this particular study have surely sparked new knowledge in the area of management and behavioral sciences, so obviously it will be worthy for the nations where unfair treatments are in place. Such knowledge will put forward to develop certain ethical, moral and unbiased attitude in the community to avoid making discrimination among people. Hence the investigation will surely add values for the nation and community as a whole.

The main objective of the study stood at empirically examining the HRM practices prevailing in the public and private sector telecom companies in Saudi. A survey was conducted with a questionnaire comprising 57 items related to the HRM practices, divided into ten categories of variables related to Job Analysis, Recruitment and Selection, Training and Development, Performance Appraisal, Compensation and Benefits, Working Condition, Security and Health, Communication, Co-worker Relation and Intention to stay in the Company. The hypotheses of the study are based on these dimensions and the status of the stated variables is analyzed at all the levels of employees in the telecom sector of the Kingdom of Saudi Arabia. A comparative study is developed by interpreting the responses of the employees from these selected organizations.

While checking the unfair HRM practices in telecom sector, it was observed that Zain Company has a good profile going with HRM practices

and its sub-practices with an average mean value between 3.6 and 3.87, showing positive attitude of the employees towards HRM practices in their company.

If we see the analysis done in Mobily Company, the average mean value was observed between 3.23 and 3.52 which is a good indicator but still there is scope of improvement since it needs to provide some of the measures and facilities to the employees to compete with them.

In STC, the average value was observed between 3.09 and 3.78, which individually is good but when compared to other companies, it still needs to work hard to change the perception of employees and to overcome their problems due to some identified unfair HRM practices.

Mobily Company needs to recheck the Job Analysis Practices, Training and Development Practices, Working Conditions Practices and Co-worker Relation Practices. While STC needs to review its Recruitment and Selection Practices, Performance Appraisal Practices, Compensation and Benefit Practices, Security and Health practices and Communication Practices. At the same time the Company should teach employees not only about the duties they have to perform but also moral values so that they can learn modesty and honesty as their primary goals of life.

6. ACKNOWLEDGEMENT

Foundation item: Research Project No. : 2014/02/1956. Researchers are grateful to the Deanship of Scientific Research, Prince Sattam bin Abdulaziz University, Kingdom of Saudi Arabia, for financial support to carry out this work.

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