

IMPACT OF HR PRACTICES ON JOB SATISFACTION: A SUGGESTIVE MODEL FOR ADAPTATION OF HR PRACTICES TO IMPROVE JOB SATISFACTION

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ABSTRACT

This research explores the impact of HR practices on employees' job satisfaction in telecom companies in the National Capital Region (NCR), India. The quota cum convenience sampling technique has been used to collect the responses from 600 employees. The study's results reveal a significant and positive impact of selection, training, compensation, participation, performance appraisal, and career planning on job satisfaction. However, job descriptions show a significant but negative impact. The results have also been computed using the step-wise regression analysis, which indicates that selection is the most important HR practice in explaining the variance in job satisfaction, followed by compensation, training, performance appraisal, participation, career planning, and job description. The results of this research will be useful for HR experts, policymakers in identifying appropriate HR practices.

Keywords: HRM Practices, HR Practices, Job Satisfaction, Multiple Regression Technique, Telecom Industry

INTRODUCTION

With increased globalisation, India's telecommunication sector is joining a dynamic international business world. This sector is experiencing rapid growth, driven by government policies positioning the country as a global digital leader. India's telecommunication sector is the second-largest telecommunications market in the world, with a total telephone subscriber base of 1,203.69 million (IBEF, 2025). According to a report from the GSM Association in collaboration with Boston Consulting Group, the Indian telecom industry is growing rapidly and will contribute to 6% of India's GDP (IBEF, 2025). FDI inflow in the telecom sector stood at US\$39.32 billion between April 2000 and March 2024 (IBEF, 2025). The deregulation of Foreign Direct Investment (FDI) norms has made the sector one of the country's fastest-growing employment generators. As the most rapidly growing sector of the Indian economy, the telecommunications industry depends heavily on HR management practices to improve the service quality among its employees. HR practices facilitate employee learning and innovation that helps employees engage in lifelong learning and exchange fresh, creative ideas with management and other staff members (Chahal *et*

al., 2016; Rhaïem & Amara, 2021). HR practices significantly influence the long-term development of employees (Jiang *et al.*, 2012), which is optimal for organisational performance. In addition, HR professionals in the service industry recognise that the customer's encounter with customer service staff is essential to enhance the overall customer experience. The wireless subscriber base of the telecom service providers in India, like JIO, Bharti Airtel, Vodafone Idea and BSNL, stood at 474.61, 387.76, 218.15 and 86.32 million, respectively, as of May 2024 (IBEF, 2025) This is quite a large amount of customer base that needs to be managed by the telecom industry in India. Therefore, the telecom industry must build a highly motivated and devoted workforce capable of providing greater customer experience. Further, Garrido *et al.* (2005) stated that job satisfaction is essential in motivating employees to contribute to the organisation. Thus, employee job satisfaction should be important for optimal performance. Hence, HR managers must focus on HR practices, which can increase employee job satisfaction.

LITERATURE REVIEW

HR practices and their impact on job satisfaction have been studied globally. It is widely acknowledged that HR practices and job satisfaction are closely related (Ting, 1997). Most practitioners and researchers believe innovative and effective practices improve job satisfaction and boost internal performance (Appelbaum *et al.*, 2000). Accordingly, Macey and Schneider (2008) and Guest (2014) stated that it is crucial to recognise that the employees engaged in the organisation are satisfied. Moreover, Steijn (2004) revealed that HR practices positively impact job satisfaction in the Dutch public sector. Furthermore, Cherif (2020) found a positive relationship between HR practices, job satisfaction and employees' organisational commitment. HR practices help improve the performance of employees, which eventually improves job satisfaction (Jamal *et al.*, 2022). Likewise, Wang and Hwang (2012) stated that job satisfaction tends to increase gradually with HR practices in the telecom industry in Taiwan. Furthermore, Jamal *et al.* (2022) identified the influence of HR practices on job satisfaction in the banking sector of Pakistan. Additionally, Hussien *et al.* (2021) study, particularly in the context of employees of Hurghada Resort. It has been found that there are very few studies (Wang & Hwang, 2012; Ali,

2019; Jawaad *et al.*, 2019) which focus on the impact of HR practices in the Telecom Industry. Since it is the fastest-growing industry, it is important to study the impact of different practices in enhancing job satisfaction among telecom employees. To address this gap, this research empirically investigates and validates the impact of diverse HR practices on the job satisfaction of telecom industry employees. A dataset of 600 employees from four wireless telecom service providers in the National capital region of India has been collected. This data has been analysed to propose a framework (Figure 1) for the impact of HR practices on job satisfaction. The objective of the present study can be summarised as:

1. To study the influence of HR practices on employees' job satisfaction in telecom companies in NCR.
2. To suggest a workable model for the adaptation of HR practices to improve job satisfaction among employees of telecom companies in NCR.

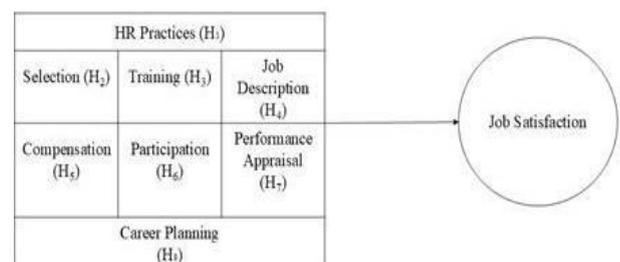


Figure 1: Proposed Research Framework

Source: Authors' Own

Proposed Hypothesis

H₁: HR Practices positively influence job satisfaction

Detailed discussion on the sub-hypothesis is given below:

Xu and Thomas (2011) and Mishra *et al.* (2014) observed that candidates now seek roles that provide opportunities for career growth, personal development, and fulfilment, while organisations aim to attract committed, motivated, and capable staff. Similarly, Katou and Budhwar (2006) emphasised that effective selection enhances employee satisfaction, effectiveness, efficiency, innovation, and quality. Elrehail *et al.* (2020) added that companies focused on increasing job satisfaction should prioritise selecting applicants who align well with the role and company culture.

Poor selection processes, however, can result in lower employee performance and increased costs for supervision and training. By adopting a reliable, efficient, and cost-effective selection method, companies can attract talented and competent candidates with the necessary skills, leading to improved performance and job satisfaction (Salman *et al.*, 2024). Additionally, several studies have confirmed a positive link between selection practices and job satisfaction (Ouabi *et al.*, 2024; Hussien *et al.*, 2021; Ying *et al.*, 2023). Accordingly, the given hypothesis is framed as follows:

H₂: Selection positively influences job satisfaction

Beyond a thorough hiring process, organisations must develop their staff's skills through targeted training to ensure ongoing success. Training, broadly defined, helps employees acquire the knowledge, skills, and behaviours needed for their roles, boosting competencies and career growth. Effective training aligns employee behaviour with organisational strategies, fostering innovation and meeting evolving business and customer demands. Numerous studies show that training enhances employee job satisfaction, helping organisations adapt and thrive in a changing landscape. Therefore, we formulate the following hypothesis:

H₃: Training positively influences job satisfaction

Robbins and Judge, 2017 defines a job description as establishing an official connection between an organisation and its employees. It serves as a roadmap for employees to carry out responsibilities within organisational norms, outlining tasks, obligations, and expectations (Dessler, 2020). Hackman and Oldham (1976) suggested duties should align with primary roles to foster job satisfaction, while Cordes and Dougherty (1993) noted that tasks outside an employee's awareness cause dissatisfaction. El-Hajji (2011) added employees are often forced to perform tasks outside their roles, leading to confusion about responsibilities and expectations (Armstrong & Taylor, 2020; Robbins & Judge, 2017; Ramhit, 2019; Belias *et al.*, 2015), and job dissatisfaction. Thus, we formulate the following hypothesis:

H₄: Job Description (JD) positively influences job satisfaction

An organisation can influence employee job satisfaction through various methods, including compensation, which is a key determinant (Garrido *et al.*, 2005; Jung & Suh, 2019; Nawab & Bhatti,

2011). Flippo (1980) described compensation as fair remuneration for contributions. Schuler *et al.* (1993) defined it as evaluating employees to offer monetary and non-monetary benefits, considering factors like experience and performance. Compensation aims to attract, retain, motivate, and reward employees (Igalens & Roussel, 1999), impacting morale and job satisfaction, especially when performance-based (Frye, 2004). It includes bonuses, benefits, salaries, incentives, and perks (Burhanudin & Tambun, 2021). Research shows well-designed compensation systems increase satisfaction, retain talent, and provide competitive advantage (Barney, 1991; Elrehail *et al.*, 2020). Fair pay correlates with higher employee satisfaction (Frye, 2004). Based on this, we hypothesise:

H₅: Compensation positively influences job satisfaction

Employee participation is yet another way to restore and promote industrial democracy. It is the process where employees participate and contribute to the decisions of almost all aspects of their work life (Ogu, 2024). In the ever-evolving and unpredictable business world, firms must make decisions quickly, involving employees at all levels of the organisation. Thus, implementing robust employee participation practices to enable employees to participate in problem-solving and decision-making is another crucial approach to improving job satisfaction (Pradhan *et al.*, 2019). According to Singh (2004), employee participation has a substantial and positive relationship with job satisfaction as participation enables the management to impart decision-making power to the personnel to make them more responsible for their actions. It is a great tool for employee motivation and adds value to the worth of an employee in the organisation, resulting in improved job satisfaction (Paşaoğlu & Tonus, 2014; Lee *et al.*, 2020; Ogu, 2024). So, we hypothesise the following:

H₆: Participation positively influences job satisfaction

Over time, organisations develop a primarily repetitive pattern. As a result, excitement and novelty give way to boredom. This decline in motivation leads organisations gradually towards mediocrity. However, this problem can be addressed through performance appraisal. Through performance appraisal, the organisation determines

whether an employee is effective. Most employees want to perform better and need proper direction and encouragement, so businesses need to figure out how to unlock this potential and inspire employees to perform better (Brown & Heywood, 2005). An efficient performance appraisal system helps an organisation recognise the strengths and weaknesses of employees and determine their training and development needs. Feedback from the performance appraisal assists employees in understanding the expectations of the organisation and HR professionals. It offers guidance for enhancing their knowledge and abilities to meet organisations' needs and specifications (Yang & Lin, 2009). Research conducted by Abdulla *et al.* (2011), Baba (2020), Ellickson & Logsdon (2002), and Venard *et al.* (2022) also depicted that performance appraisal is an important construct to improve the job satisfaction of employees. It helps enhance creativity and innovation as well as acquire new skills and knowledge, which are helpful in the advancement of employees. So, we postulate the following hypothesis:

H₇: Performance Appraisal (PA) positively influences job satisfaction

Plans for the company's long-term development are not kept secret from its employees as the prolonged plans of the business are communicated to its employees so that they can get ready for unanticipated situations in the organisation. However, an organisation should train and develop its employees according to its needs. Organisations should take an active interest in their employees' career planning as it helps fulfil the organisation's future employment needs. De Vos and Dries (2013) viewed career planning as essential to accelerate job satisfaction. Likewise, Trivellas *et al.* (2013) reported that career planning practices help to upgrade optimistic job attitudes and behaviour by forming an impressive fit between employees and their roles, improving job satisfaction. Bentley *et al.* (2013) stated that job satisfaction depends on various organisational factors, like career development opportunities, that lead employees to stay in the organisation longer. Based on the above-discussed studies, it can be summarised that career planning gives meaningful insights into Job satisfaction. Hence, it can be hypothesised that:

H₈: Career Planning (CP) positively influences job satisfaction

METHODOLOGY

Quantitative research design has been used in the presented study. Priya and Christopher (2024) used this design and suggest that it is suitable for analysing the hypotheses. This research design helps generalise the results of the sample to the population (Cooper *et al.*, 2006). This study is cross-sectional. By using the quota cum convenience sampling technique, 150 employees from each company (BSNL, Reliance JIO Infocomm Limited, Bharti Airtel Limited, Vodafone Idea Limited), a total of 600 samples were collected through a drafted questionnaire. The questionnaire items were adapted from the existing scales and validated by academicians and HR experts from four telecom companies (one from each company) to confirm the content validity of the drafted questionnaire. Based on their recommendation, the required changes were made, and a pilot study was conducted with a sample of 60 employees of selected telecom companies in NCR, India.

HR practices have been measured using the 36-item scale developed by Singh (2004), which comprises seven dimensions: selection, training, job description, compensation, participation, performance appraisal, and career planning. This scale was developed based on a sample of 82 firms from India's leading domestic industries, including chemicals, hotels, financial services, electricity, steel, cement, pharmaceuticals, consumer durables and non-durables, engineering, paper, information technology, and power. Further, Dang & Chu (2022), Jaffu and Changalima (2023), Paşaoğlu and Tonus (2014), and Kaur and Kaur (2022) have also used this scale in their study to measure the HR practices. Job satisfaction has been gauged using a 10-item scale established by Macdonald and MacIntyre (1997) and recently used by Jakada *et al.* (2022), Sharma *et al.* (2017), Thakur *et al.* (2022), and Ali and Dafous (2024). Responses to HR practices and job satisfaction items were collected on a five-point Likert scale (1 = "strongly disagree", 5 = "strongly agree"). The Cronbach α has been computed for a pilot study for HR practices and job satisfaction. The values were 0.881 and 0.727 for HR practices and job satisfaction, respectively. As Nunnally *et al.* (1967) recommended, the Cronbach value above 0.7 is regarded as a favourable sign of the questionnaire's reliability.

RESULTS AND DISCUSSION

The questionnaires were handed to telecom companies' employees during working hours in NCR cities:

Delhi, Faridabad, Ghaziabad, Gurgaon, and Noida. The author briefed them on the study's objective and assured confidentiality. The questionnaire was distributed to 650 employees, with 600 completing it, a 92.30% response rate. As shown in Table 1, most participants (50.8%) were aged 30- 45, 31.8% were 45 or older, and 17.3% were under 30, indicating a mature workforce. Over half (55.2%) were males, with the rest females, showing near-equal gender representation. About 29.5% held post-graduate degrees, 18.2% were undergraduates, and 48% had graduated, reflecting diverse educational backgrounds. Only 16.7% were top management, more than half were from middle level, and 31.8% were from the operational level, including all levels to assess HR's impact on job satisfaction. Approximately 25% had less than five years in the organisation, 41.9% had 5- 15 years, and 32.7% over 15 years, indicating retention. Regarding salary, 18.5% earned up to 5 lakhs per year, 48% earned 5- 10 lakhs, and 33.5% earned above 10 lakhs.

Table 1: Demographic Details of the Participants

Factor	Classes	No. of Respondent	%
Company	Bharti Airtel Limited	150	25
	Vodafone Idea Limited	150	25
	BSNL	150	25
	Reliance JIO Infocomm Limited	150	25
Age	Below 30 years	104	17.3
	30-45 years	305	50.8
	Above 45 years	191	31.8
Gender	Male	331	55.2
	Female	269	44.8
Qualification	Under Graduation	109	18.2
	Graduation	288	48.0
	Post-Graduation	177	29.5
	Other	26	4.3
Job Designation	Top-level	100	16.7
	Middle-level	309	51.5
	Operational level	191	31.8
Tenure	Below 5 years	151	25
	5-15 years	253	41.9
	Above 15 years	196	32.7
Income Per Annum	Up to 5,00,000 Rs.	111	18.5
	5,00,000 to 10,00,000 Rs.	288	48.0
	Above 10,00,000 Rs	201	33.5

Source: Calculation by Author through IBM SPSS 25

Table 2 presents the analysis of the simple regression equation $\hat{Y} = \alpha + \beta X_i$, where \hat{Y} = Job satisfaction, X_i = HR practices.

Table 2: Results of the Impact of HR Practices on Job Satisfaction

Model	R	R ²	Adjusted R ²	Standard Error of Estimate	F	Sig.
1	0.607	0.368	0.360	0.62278	49.226	.000

Source: Output from IBM SPSS 25

So, when HR practices are taken as a whole, the value of the constant is 1.201 and $b = 0.607$ ($p \leq 0.05$). Hence, there is a significant impact of HR practices on job satisfaction. The overall value of the adjusted R-squared is 0.360. That means the model is predictable and accounts for 36 % of the variance. According to Falk and Miller (1992), the variation explained by a certain endogenous construct must be considered acceptable if the R^2 is equal to or greater than 0.1. According to Cohen (1988), the R^2 value for endogenous variables equal to or greater than 0.673 is considered high, 0.33 (moderate), and 0.19 (weak). A moderate R^2 value depicts that other factors may also contribute to explaining variance in job satisfaction; the HR practices addressed in this model have a substantial and measurable impact on employee satisfaction. Thus, it can be said that HR practices explain job satisfaction significantly and positively, so the hypothesis is accepted. The statistical representation of the overall model is

$$\text{Job satisfaction} = 1.201 + .607 \text{HRP}$$

The result of the study is in line with previous research conducted by Andreassi *et al.* (2014), Liu (2010), Petrescu and Simmons (2008), Pradhan *et al.* (2019), Qazi and Jeet (2016), and Thu *et al.* (2021).

The objective “To suggest a workable model for adaptation of HR practices to improve the job satisfaction among employees of telecom companies in NCR” was accomplished using a stepwise regression analysis technique. The author proposed the following equation to identify the improvement in job satisfaction by using diverse HR practices used in the telecom sector.

$$\hat{Y} (JS) = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \beta_5 X_{5i} + \beta_6 X_{6i} + \beta_7 X_{7i}$$

In the above equation, \hat{Y} is job satisfaction, and α has been used to represent the outcome's value that the predictors do not project. Whereas $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ and β_7 represent the standardised coefficients' value of several independent predictors $X_{1i}, X_{2i}, X_{3i}, X_{4i}, X_{5i}, X_{6i}, X_{7i}$ to the dependent variable. In the regression equation, selection, job description, compensation, training,

performance appraisal, participation, and career planning are independent variables, while job satisfaction is the dependent variable.

Table 3 demonstrates the value of the resultant model by adding a new variable each time. Model 1, which included only selection, accounted for 18% of the variance. Including the compensation in model 2 brings out an extra 8.1% of the variance (R^2 change = .081). Model 3 depicts that training is also a significant variable in improving job satisfaction, as the inclusion of training enhances job satisfaction by 4.4% (change in $R^2 = .044$).

Model 4 depicts the additional improvement of 2.2% ($R^2 = .022$) in job satisfaction by including performance appraisal. In model 5, participation accounted for an additional 1.7% (R^2 change = .017) of the variance being explained. Moreover, career planning attributed to an increment of 1.6% (R^2 change = .016) of variance explained. The final model also included the job description, which accounted for an additional but minimal variance explained, which is 0.9% (R^2 change = .009). The final model accounted for 36% of the variance (adjusted $R^2 = .360$).

Table 3: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.424 ^a	.180	.178	.70594	.180	130.920	1	598	.000
2	.510 ^b	.261	.258	.67077	.081	65.361	1	597	.000
3	.552 ^c	.304	.301	.65124	.044	37.340	1	596	.000
4	.571 ^d	.326	.322	.64124	.022	19.726	1	595	.000
5	.586 ^e	.343	.338	.63364	.017	15.356	1	594	.000
6	.599 ^f	.359	.353	.62645	.016	14.721	1	593	.000
Final	.607 ^g	.368	.360	.62278	.009	8.007	1	592	.005

Notes: a. Predictors: (Constant), Selection, b. Predictors: (Constant), Selection, Compensation, c. Predictors: (Constant), Selection, Compensation, Training, d. Predictors: (Constant), Selection, Compensation, Training, Performance Appraisal, e. Predictors: (Constant), Selection, Compensation, Training, Performance Appraisal Participation, f. Predictors: (Constant), Selection, Compensation, Training, Performance Appraisal, Participation, Career planning, g. Predictors: (Constant), Selection, Compensation, Training, Performance Appraisal, Participation, Career Planning, Job description, h. Dependent Variable: Job Satisfaction

Source: Output from IBM SPSS 25

Table 4 shows that the F's value in the final model is 49.226, and the p-value is .000, indicating that the model is statistically significant. Thus, it can be said that the independent variables (i.e., Selection, Compensation, Training, Performance Appraisal, Participation, Career Planning, and Job description) explain the dependent variables (job satisfaction) significantly, and the model demonstrates a good fit.

Table 4: Results of ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
Final	Regression	133.648	7	19.093	49.226	.000
	Residual	229.611	592	.388		
	Total	363.259	599			

Source: Output from IBM SPSS 25

Table 5. Results of the Coefficients of the Final Model

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
Final	(Constant)	1.201	.197		6.098	.000
	Selection	.132	.027	.204	4.818	.000
	Compensation	.134	.028	.174	4.813	.000
	Training	.120	.031	.145	3.908	.000
	Performance appraisal	.121	.029	.155	4.155	.000
	Participation	.154	.036	.152	4.247	.000
	Career planning	.127	.033	.161	3.828	.000
	Job description	-.083	.029	-.096	-2.830	.005

Source: Output from IBM SPSS 25

The second hypothesis (H_2) examined whether selection influences employees' job satisfaction in NCR telecom companies. As exhibited in Table 5, the result depicts a significant and positive impact of selection on job satisfaction and facilitates the formulated hypothesis ($\beta = 0.204$; $p = 0.000$). The result is similar to the former research by Hussien *et al.* (2021), Ouabi *et al.* (2024) and Ying *et al.* (2023). Ouabi *et al.* (2024) suggested that an organisation's selection policies should be attractive to talented aspirants whose values and skills align closely with the organisation.

Similarly, the third hypothesis (H_3) is designed to identify the impact of training practices on job satisfaction. The result of the training is similar to the previous research published by Heyes and Stuart (1996), Hussien *et al.* (2021), and Thu *et al.* (2021). The result ($\beta = 0.145$; $p = 0.000$) depicts that the training positively influences job satisfaction, which means employees are satisfied with the current training program. Salman *et al.* (2024) suggest that organisational training practices enable employees to carry out their duties effectively and efficiently and develop them for more well-defined career pathways.

The fourth hypothesis (H₄) was formulated to study the impact of job description on job satisfaction. The result does not assist the formulated hypothesis ($\beta = -0.096$; $p = 0.005$). This research also confirms the result disclosed by Ramhit (2019) and Belias *et al.* (2015), which conveyed that a job description significantly decreases job satisfaction of employees. The findings revealed that employees feel dissatisfied when responsibilities are unclear and their duties are not harmonised with their current job. Uncertainty about their roles makes employees more likely to perform poorly, influencing their job satisfaction.

In the same way, the fifth hypothesis (H₅) was constructed to recognise the impact of compensation on employees' job satisfaction. The findings ($\beta = 0.174$; $p = 0.000$) revealed that compensation influences job satisfaction positively. This shows that in telecom companies, employees feel satisfied when compensated fairly and adequately. Therefore, HR managers should ensure that every employee receives compensation according to their capabilities to improve satisfaction on the job. The findings of the research are consistent with some earlier studies, such as Garrido *et al.* (2005), Jung & Suh (2019) and Nawab and Bhatii (2011).

Likewise, the sixth hypothesis (H₆) was put forward to examine the impact of participation on job satisfaction. The finding established a significant positive influence and supported the formulated hypothesis ($\beta = 0.152$; $p = 0.000$). This disclosed that providing suitable openings for personnel to participate in the company's work or decisions regarding the well-being of employees would improve their job satisfaction. This is because giving workers a variety of platforms to express their ideas and allowing them to be involved in organisational decision-making increases their sense of belonging and commitment (Agarwala, 2003) to the work and the company. Furthermore, Salman *et al.* (2024) suggested that granting flexibility, autonomy, and liberty to perform their duties increases employees' job satisfaction and, ultimately, the organisation's performance (Singh, 2004). The output of the hypothesis is also similar to the study conducted by Paşaoğlu and Tonus (2014), Lee *et al.* (2020), and Ogu (2024).

The seventh hypothesis (H₇) was drafted to explore the influence of performance appraisal on job satisfaction. The hypothesis is affirmed by

findings, which imply that performance appraisal helps to improve job satisfaction significantly ($\beta = 0.155$; $p = 0.000$), highlighting that the more appropriate and efficient performance appraisal mechanism implemented, the more job satisfaction will be enhanced. As indicated by Salman *et al.* (2024), performance appraisals assist companies in designing efficient and realistic development and training programs and aid in forming appropriate promotional and compensation policies for employees. Brown and Heywood (2005) emphasised that performance appraisals are associated with salary, reward, and productivity, bonuses, increment and job satisfaction. Thereby, organisations can enhance employees' performance and commitment by employing an efficient performance appraisal system and gain organisational success. This result also conforms with research conducted by Abdulla *et al.* (2011), Baba (2020), Ellickson and Logsdon (2002), and Venard *et al.* (2022).

Similarly, the eighth hypothesis (H₈) is hypothesised to analyse the influence of career planning on employee job satisfaction. The result ($\beta = .161$; $p = 0.001$) demonstrated that career planning influences employees' job satisfaction positively, as indicated by Hou (2023). Conversely, according to the results, we may conclude that employees exhibit poor job satisfaction when there are insufficient opportunities for career growth, indicating that career prospects significantly impact job satisfaction. It implies that a business must have appropriate career development plans. Nowadays, career planning management extends the traditional training methods and consultations with superiors, resulting in the requirement to implement varied and comprehensive approaches. As Hou (2023) recommended, diverse career planning opportunities boost employee morale and ease uncertainty about the future and anxiety, fostering the success and growth of employees and the organisation. Human resource experts and managers should participate in career planning as they are aware of the career planning needs of the employees and developmental opportunities. Present and potential employees are curious about the organisation's career development opportunities. Managers and supervisors must provide information about the organisation's development plan so that employees can plan their careers, thereby helping achieve the organisation's objectives. The result of the study confirmed the

findings depicted by Baruch (2006) and Jena and Nayak (2023).

So, the statistical and graphical representation of the modified model is

$$Y \hat{=} (JS) = 1.201 + .204 \text{ (selection)} + .174 \text{ (Compensation)} + .145 \text{ (Training)} + .155 \text{ (Performance Appraisal)} + .152 \text{ (Participation)} + .161 \text{ (Career Planning)} - .096 \text{ (Job description)}.$$

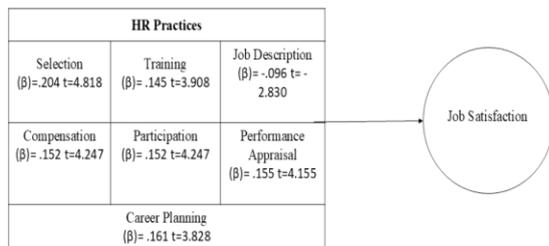


Figure 2: Modified Model for Adaptation of HR Practices to Improve Job Satisfaction

Source: Authors' Own Compilation Based on Output from IBM SPSS 25

PRACTICAL IMPLICATIONS AND LIMITATIONS

The findings of this research provided various practical applications for the telecommunication industry. It indicates that HR administrators of telecom companies should strategically execute HR practices developed by top management, as these practices will likely influence employees' job satisfaction positively. Being the fastest-growing and technology-intensive industry, the telecom sector must adopt a rigorous selection process based on competency and skills that are required for the job to reduce future dissatisfaction due to mismatched job roles; telecom sector employees must stay updated with the latest technologies and advancements and be prepared for upcoming challenges they can face in their current jobs. This cannot be possible without implementing a thorough training program that should be implemented efficiently and effectively. The managers should implement performance appraisal devices that are employee-centric, transparent and fair, which will help advance their careers. The compensation system should be related to the organisation's performance appraisal system, which will be helpful in rewarding efforts and extraordinary performance of the employees. Further, managers should encourage open communication in the organisation by empowering employees to give suggestions and feedback to

accelerate their thought processes and provide some freedom and autonomy to raise employee participation. Telecom companies also conduct employee recognition programs to appreciate the participation of the employees within the organisation. Subsequently, this will also increase employee participation and satisfaction in the long term. Additionally, managers should facilitate regular career counselling and mentorship programs to accelerate employees' careers. The findings also draw the attention of team leaders, human resource practitioners, and managers that the job description negatively influences job satisfaction, which raises their concern and understanding of these variables' importance. The findings of the study, thus, aided in knowledge regarding the impact of selection, compensation, participation, performance appraisal, career planning, job description and training on job satisfaction in the telecommunication sector.

Although necessary efforts were taken to uphold the study's objectivity, reliability and validity. However, some limitations remain inevitable and should be considered in future research. The notable drawbacks are as follows: First, the study considered only wireless service provider companies of the telecommunication sector in NCR. For future research, it is suggested that HR practices in other areas of the telecommunication sector, such as internet service providers, as well as wireline service providers in India. In addition, it is possible to compare the public and private sectors. Secondly, this study is cross-sectional, and it must be expanded in the future to incorporate longitudinal data. We examined a few dimensions of HR practices: selection, training, compensation, career planning, job description, participation, and performance appraisal. Future research may focus on practices such as job enrichment (Alsafadi & Altahat, 2021), work environment (Jawaad *et al.*, 2019), employment security (Hussien *et al.*, 2021; Shahnawaz Adil, 2015), work-life balance (Almeida, 2022), and employee empowerment (Rodjam *et al.*, 2020). Similarly, only a few aspects were used to study the employees' job satisfaction; other aspects can also be considered for a more comprehensive understanding. These will provide a more thorough picture of the influence of HR practices on employee job satisfaction.

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