

Change In Hiring Strategies By Hr And Its Impact On Employees In Telecom Sector In Pakistan

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Abstract: In today's era, the employees are quite different from the previous ones who do not have enough opportunities to groom themselves professionally; rather employees of this era have great exposure into their relevant field and if they feel dissatisfied with their job due to any reason they immediately opt for alternate opportunities. This development in the employee's professional knowhow has created great challenges for the employers. Now employers have to apply sensible strategies to maintain the retention level of their employees. There are three basic categories of employees i.e. Permanent employees, temporary and contract or project based employees. Need of the day is that recruitment strategies should be formulated keeping in view these basic three types of employees so that primary requirements and demands of every category of employees can be met and organization can succeed in elevating the retention level of their employees. Business organizations have been developing a mechanism to face the rapid changes in the environment to which they are confronted, within the framework of what is has called the flexible organization model. Retaining the top level employees and new talent within the organization is the primary concern of company executives. This research has explored different factors that add up to the retention level of employees specifically in Pak Telecom organization. Special strategies have also been discussed that should be adapted to keep the employees confined in to the organization. The results collected from this research proved that any discrimination in the hiring strategies and appreciation and rewarding system of permanent and contract based employees lead to lack of productivity, negative interpersonal relationship and declining job retention level of employees. Whereas, a favorable workplace, competitive appreciation and motivational programs, and same hiring policies for both kind of employees will elevate the retention level of employees.

Index Terms: Temporary employees, contract based employees, hiring strategies, human resource management, retention level, permanent workers, interpersonal relationship.

1 INTRODUCTION

There are different human resource (HR) practices utilized by the organizations to extend the retention level. [1] Human resource is deemed to present competitive advantage to firms because of additionally to production-connected capacities it conjointly considers human capital. It is straightforward for competitors to repeat alternative resources like technology and capital however, the human resource is distinctive and tasking to imitate. As cited by a research personnel of an organization are one in all the foremost vital factors that offer flexibility and adaptableness to organizations. [2]. with mediocre staff, a business will have best however, with capable staff a business prospers at a bigger pace. Within the same manner, the workers with terrible qualities will build a business collapse shifting to a downfall. Having a pool of excellent staff and developing their loyalty becomes extraordinarily vital and a seamless challenge. Constant and systematic approach to accomplishment and choice, coaching and development reduces moving from one job to a different job and ensures job loyalty. Internal promotional practices with a bit recognition given to seniority and the implementation of the productivity-linked wage system will produce a lot of committed workers towards the corporate. Since few decades HR practices have been studied much and got enough importance in the functioning of any organization. Today application of effective HR practices to an organization are considered as an integral part of achieving employee's retention and satisfaction.

From the term hourly practice, one means that allocation of specific hours to different employees where they are bound to work with much space and give their maximum potential that in return yields to high turnover rate [3]. These hourly practices are much easier to monitor and the HR managers can check and give prior feedback to the employees regarding their performance. The duration of job hours drives the satisfaction level of employees because it has a great impact on the behavior and perception of workers towards their work. These hourly practices are formulated to attain the structured outcome and a well- practiced hourly job reflects a strong relationship between the management and employees.

A) Problem Statement

Basic purpose of conducting this research is to identify effect of change in hiring strategies on employee's outputs towards organization. To analyze the discrimination level that has been practiced at Telecom industries and to identify that how this change in hiring strategies between permanent and contract based employees affect the productivity, retention level and interpersonal relationship of employees.

B) Research Objectives

Research objectives for the current research study are to determine the effect of Change in hiring strategies by HR on employees' productivity, their retention level and personal relationship and how all these factors impact the contract based and permanent employees? The basic aim of this research is to check the validity of the following mentioned hypothesis for this study:

Hypothesis 1: Change in hiring strategies impact the overall productivity of the employees. (Permanent and Contract Based both)

Hypothesis 2: Change in HRM strategies are directly connected to the retention level of employees in Telecom organization.

Hypothesis 3: Adapting different hiring strategies for permanent and contract based employees do not affect the relationships between both categories of employees and a

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better interpersonal relationship among employee's leads to better productivity.

C) Research Questions

- 1) How change in hiring strategies impact the job output of contract based and permanent employees?
- 2) How change in hiring strategies impact employee's retention in the organization?
- 3) Is there any effect of hiring types on employees' relationships with each other? [4]

D) Research Design

The research design for this research study will be descriptive research, which will explain characteristics of phenomenon, or population being studied. Therefore, the descriptive research cannot be employed as the causal connection where one variable might affect another variable. This research study will employ descriptive research design with the intention to collect or gather the quantitative data from the participants of the study.

2 FRAMEWORK AND LITERATURE REVIEW

2.1 Background

In the last thirty years, because of the socio-economic changes that have occurred in the world in terms of globalization, companies have modified their structures and opted for more flexible forms of hiring people as strategies to stay in the market [4]. It is even suggested that more and more companies will be characterized by having a central core of permanent workers, mixed with a group of contingent, contract based workers.

2.2 Recruitment

Recruitment strategies for the two basic categories of employees, i.e., permanent and contract based should be formulated keeping under consideration the human being's element of organizational belongings. Fulfillment of the enterprise is immediately linked to the overall performance of individuals who work for that employer. Under-fulfillment of target can be an end result of screw ups in the administrative center, hiring the wrong people or inability to count on fluctuations in hiring needs, it's far essential that mindful efforts are placed into human useful resource making plans in any company. It has additionally been argued that in order to construct and sustain the competitive gain, right staffing is vital. Much like as declared by [5], the continuing increase and development of an organization depends on its ability to recruit and choose the excellent employees at all degrees irrespective of the expenses incurred in the whole process of employee's selection. A legitimate labor plan programmed logically follows a properly drawn-up recruitment method. In truth, the major secret behind the success of any organization and how instantly they achieve their targets depend highly upon the very appropriate recruitment program adapted by that organization. Need of the day is to check whether same hiring strategies should be implemented for both categories of employees, permanent and contract based or there should be a clear difference between them [5].

2.3 Permanent Contract Based Employees

That is why researchers have picked employee behavior and

attitude changes as a factor to evaluate their perception towards their work and job satisfaction level. However, there is no doubt in the fact that there is a great difference between both categories of employees and there is great variance between their attitude and behavior at the work place. Today researchers are focusing more on analyzing the relationship between work place and job satisfaction level of employees [6]. It has been depicted through different researches that a friendly and progressive work place always add more to the satisfaction level of employees. Besides this, organizational climate also plays a key role in extracting maximum potential from the employees. Studies have shown that contract based employees were found in a way better mental status and satisfied with their job as compared to permanent employees. Whereas, permanent employees are always found facing issues and conflict with their hiring and compensation strategies. Also they are found doubtful about their career future and these are the factors that influence their loyalty and satisfaction level. As far as commitment is concerned, contract based employees are always found more committed to their duties because they are assigned for short term period with a specific goal in view. These contract based employees have to show Maximum performance with in the allocated time so that they can get their rewards and compensation accordingly [6]. While permanent employees are often witnessed stressed and bored of their typical job routine which ultimately affects their performance.

2.4 Job Retention

Employee retention is one of the biggest HR related issue faced by different company leaders which exists because of lack of available labor, economic conditions and turnover. Retention is outlined, as "the ability to carry onto those staff you would like to stay, for extended than your competitors".



Figure 2.1
FACTORS AFFECTING EMPLOYEES TURNOVER
(MARKOVSKA, M., 2018)

The above figure shows the basic factors behind employee's turnover. As figure 2.1 depicted that besides internal factors there are many external factors as well like economic trends,

labor market, demographics etc. [7]

2.5 Impact of Different Employment Contracts on Relationship of Employees and Employer

In a work place setting, the role of employer is determined based on its contractual agreement and the structure provided to employee to job. Its effective performance is based on the communication practices, employer used to implement at the work place. This increases the productivity of employees and manages to provide them a boost in their potential. Through different capacity building programs, employees acquire substantial growth acceleration [8]. A productive organizational system jobs on the development of employee by contracting significant terms that can substantially raise the performance chart of employees, in light of technological frame work.

2.6 Work and Psychological Contract

On a relational dimension, contracts can be dealt with differently and subject to different presumptions of administrators and partners. In a couple of positions research has clarified that the based contracts are overseen under the suspicions and generalizations of the "hypothesis X" type, in addition, the differential treatment of this sort of work status could likewise incorporate the Employees are considered an inter-partisan shamefulfulness with respect to these employees, a factor that prompts the impression of foul play and damage. [9]

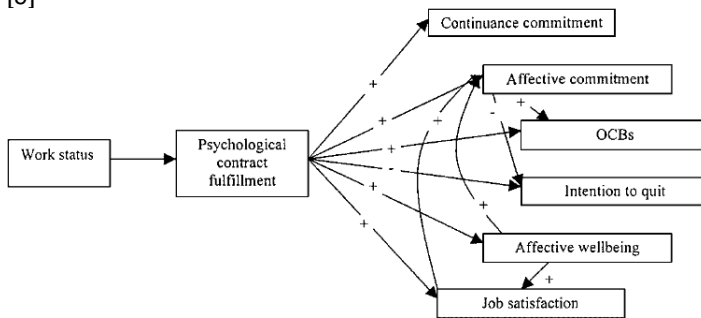


Figure 2.2

PSYCHOLOGICAL CONTRACT BETWEEN JOB STATUS AND OUTCOMES
AGUTA, U. I., 2013

Figure 2.2 depicts that employees who are contract based may have a mental contract that differs from that of the employees who are permanent as far as the acknowledgment of brain science contracts, which is the thing that lightens the differences in demeanors and practices in the condition of work. Past research on contract-based work recommends that the working status itself does not clarify frames of mind and practices; rather, the way contract employees see themselves as settlements and the individual differences that impact those discernments. [8] The conduct of authoritative citizenship and passionate prosperity is considered by the perception that more consideration ought to be paid to the connection between these factors and the status of work. At last, the satisfaction of the work and the aim to surrender will be incorporated into request to furnish more perspectives with past examinations on the work in the agreement. To build up a model, the result factors were connected together to mirror the connections effectively settled. Enthusiastic prosperity was straightforwardly identified with the islands of job satisfaction

[10]. Prosperity and job satisfaction were identified with enthusiastic responsibility, yet not to the preparation and passionate duty that was related with the aim to finally quit and OCB. Figure 2.2 shows a model that speaks to a total mediation between the acknowledgment of the mental contract and the outcomes and the connections between the outcomes. [11]

3 RESEARCH METHODOLOGY

3.1 Conceptual Framework

3.1.1 Transformational Management

The first basis for the conceptual framework was transformational management based on basic management principles, which was further developed into transformational management inside the Eighties. [12] Advanced transformational leadership further as a way of depicting the strategies of leaders. Transformational leaders are motivators who create strategies and follow procedures to increase new procedures. As applied on this have a look at, transformational leadership style may additionally contribute to progressed hiring techniques.

3.1.2 Selection Process for Permanent and Contract Based Employees

The second foundation for the conceptual framework was choice making. Selection process refers to all those arrangements that are made to choose the best candidate from the pool of applicants by analyzing their personality, professional traits and skills on individual level [13]. The principles, morals, and perceptions of individuals turn out to be the catalyst for behavior and are essential to decisions making process that is the integral part of employee's selection. The decision area concept is an essential concept for any job post due to the fact hiring personnel requires making informed selections. Selection area theory is only for encouraging hiring managers to use insight and strategies as a way of connecting hiring choices with business enterprise suit [14]. Allocating slightly different strategies for recruiting both permanent and contract based employees requires brain storming and professional expertise.

3.2 Theoretical Background

According to Lim (2012). The external trade environment has a strong impact, which affects human resource management activities and practices. Given this issue from the point of view of human resource management strategy, each policy and practice is mutually strong, and every human resource strategy that has been properly formulated has impacted the purposes of composition. [15] Review analysis, important human resource management policies such as recruitment, training, performance analysis and compensation, are strong and close related. These results require that they to better understand the relationship between the methods of temporary units to enhance the results of human resource systems in terms of the type of structure based on the staff. The need to support the major mechanisms and key variables that can be a direct correlation between lean management and HRM by the lean, by slim or by companies. Commonly stated as lean companies. [15] There was a positive correlation between the practice of human resources and composition results that

confirmed from a meta-analysis, and the relationship between the production companies was more robust than that of the company it was delivering. In the same rig, various previous studies have reported that well-developed human resource management policies and methods have achieved positive results for organization performance. [16] The results reported by additionally support the proof that a lot of unit of time practices are contributing or result in higher effectiveness of HR and a better calculator of performance outcomes. To sum up, HRM policies play a crucial role in developing, appreciating the retentive skills. They additionally foster employees' commitment or answerability that motivates them to act and perform at their best which add a lot of versatile and accommodative method and pushes them to maneuver towards excellence in organizations. Therefore, coming up with an entrepreneurial strategy ought to take under consideration that such strategy that aims at manufacturing the value-added product and services ought to address developing and implementing HRM policies which will lead to higher qualifications of staff in an organization [17]. Recently, inside the increasing dynamic nature of HRM, there are lot of studies on the result of HRM practices on employees' structure commitment. As an example, it is vital for studies to make a connection between HRM practices and employees' commitment [13]. Constant researchers emphasized the necessity for any studies on characteristic the antecedents associated with the multiple domains of employees' commitment. Management ought to additionally retain its best employees and build them committed to its organization in order that it will attract different quality staff. Therefore, researchers fascinated by learning organizations, employment and different connected domains or areas ought to provide a lot of attention to employees' commitment as their primary focus of analysis and all these policies should be formulated targeting both the permanent and contract based employees [18]. Two theories, transformational management and decision discipline theory, supplied a framework for this research, let us have a glance; (12)

3.3 Research Approach

This research study will employ deductive approach, which starts with hypothesis and emphasis on causality [19]. The researcher of the study takes the deductive approach to compel the test with its implications. The deductive approach is to research why research relates with scientific investigation. In deductive approach, the researcher will hypothesize the information and then analyze the information with the intention to know whether hypothesis in this current research study is supported or not. SPSS shall be used for detailed analysis of the data.

3.3.1 Sampling Technique

Simple random sampling is a subset of the statistical population in which each of the subset has an equal chance of being selected for the research. The simple random sample is meant to be unbiased for the group representation [20]. The researcher can generate simple random sample by employing the methods and represent the advantage of random sampling. This method is measured as the fair to select the sample from larger population. This is because within a population everyone has an equal opportunity to get chosen in the research study.

3.3.2 Sample Size

In the quantitative research method, the size of the sample is to make the inferences regarding population with the provided level of confidence [21]. In this current research study, the sample size of 300 employees will be selected from the hi-tech organizations within telecommunication sector. The sample size will identify the value of integrating both qualitative and quantitative methods.

3.3.3 Population

The population in this research study will be the number of employees in the hi-tech organization that researcher want to research (Render, Stair, Hanna and Hale, 2017). The confidence level for the population will be identified with the intention to recognize the true mean average of the designated population.

3.3.4 Questionnaire

Questionnaire can be classified for both qualitative and quantitative method but in this current research study, quantitative method will be recognized and depends on nature of questions where respondents will be obtained through close-ended questions with Likert scale [15]. The questionnaire in this research study will increase the speed of data collection, enhance higher levels of objectivity and might have low or no cost requirements as compared to many alternative methods of the primary data collection. The respondents for this current research study will offer a set of multiple questions with Likert scale, as they have to select from. The questionnaire downsize with Likert scale is that there are many choices that gives the respondent encouragement to answer the asked question. [22] Standard Error: Standard error is one of the ways to calculate the sample mean which should be nearest to the parametric mean. If a study consists of different samples taken randomly, the standard error of these is taken as standard deviation of all the random sample means calculated. According to an estimate approximately 2/3 of the sample means which are almost 68.3% should lie with one standard error whereas 95.4% lies within two standard errors and those with three standard error comprises of approximately 99.7%. [23]

4 RESULTS AND DATA ANALYSIS

4.1 Demographic Analysis

Demographic analysis of gender of 300 respondents indicates that male respondents contribute more than females as percentage of males is 61.7% and that of females is 38.3% respectively. This difference also depicted that the ratio of male employees in the Telecom industries Pakistan is relatively higher than the female employees. (Table 1). Figure 1 shows the results graphically.

TABLE 1
FREQUENCY AND ANALYSIS OF GENDER

| Gender | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Male | 185 | 61.7 | 61.7 | 61.7 |

| | | | | |
|--------|-----|-------|-------|-------|
| Female | 115 | 38.3 | 38.3 | 100.0 |
| Total | 300 | 100.0 | 100.0 | - |

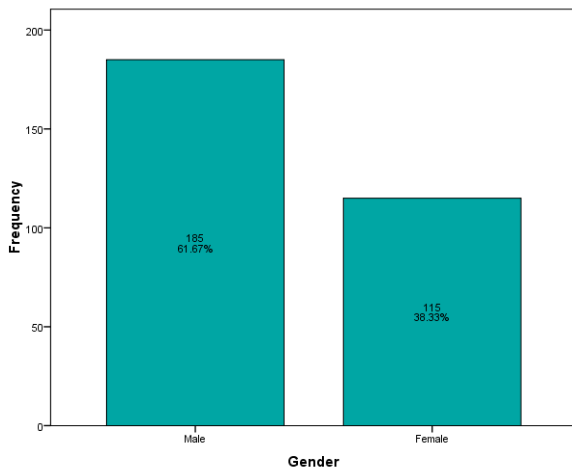


Figure 3.1: Demographic presentation of sample taken

Table 2 shows the distribution of employment status of workers. Employees are asked to tick whether they are permanent or contract based employees as this may affect their satisfaction with company and their pay scales. 46% of the employees in the selected sample are permanent and 52.7% are contract employees. This shows that the target employees appearing for this survey belong mostly to contract based job while those belonging to permanent job status are relatively lesser than contract based ones. Another result that we can conclude from the survey attendants is that the results we are going to collect will depict the mindset of contract based employees more than permanent ones. The final results collected will be highly influenced by the opinion given by contract based employees.

TABLE 2
FREQUENCY ANALYSIS OF EMPLOYMENT STATUS

| Job Type | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Permanent | 138 | 46.0 | 46.6 | 46.6 |
| Contract | 158 | 52.7 | 53.4 | 100.0 |
| Total | 296 | 98.7 | 100.0 | - |
| System | 4 | 1.3 | - | - |
| Total | 300 | 100.0 | - | - |

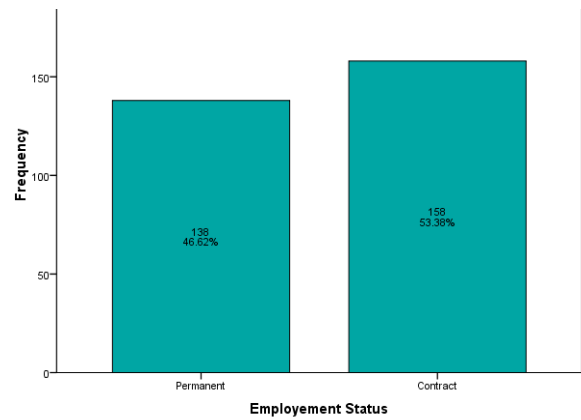


Figure 3.2: Employment status of sample

Figure 3.2 shows the percentage of respondents from both the genders. It is can be seen that most of the responses are from the male participants thereby impacting the results of this research accordingly.

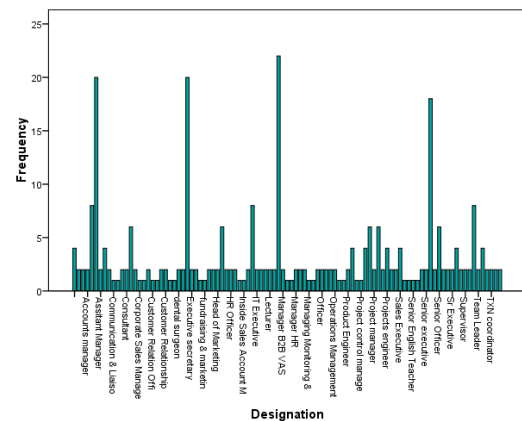


Figure 3.3: Figure showing designation of respondents

Figure 3.3 depicts that most of the employees in our study are assistant managers, executive secretaries, manager B2B VAS and senior executives

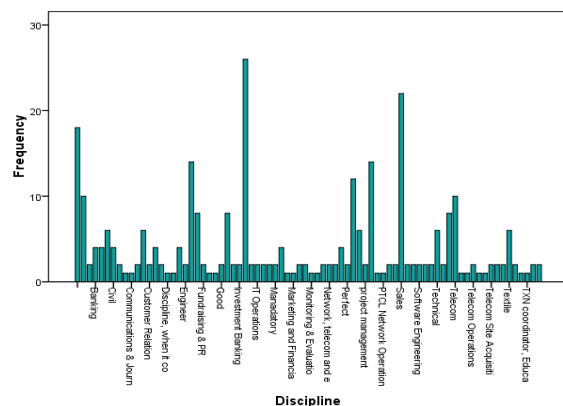


Figure 3.4: Different disciplines of respondents

Figure 3.4 shows the results of discipline of employees and

most of the employees are from administrative, engineering, IT, sales and telecom department. According to different researches, usually the personnel who are currently working at administrative posts are at a higher satisfaction level because they have spent the hardship days in the initial days of their career and now they are enjoying a comfortable post in their work place. Moreover, one cannot deny from the fact that the perception towards job of the managerial level personnel is quite positive as compared to those who are struggling just at staff level. In short, our research results will be more emphasized by the authoritative posts employees rather than of low category work force.

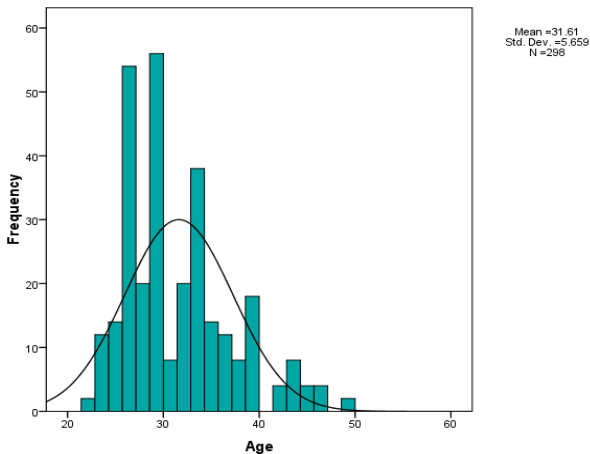


Figure 3.5: Age of respondents

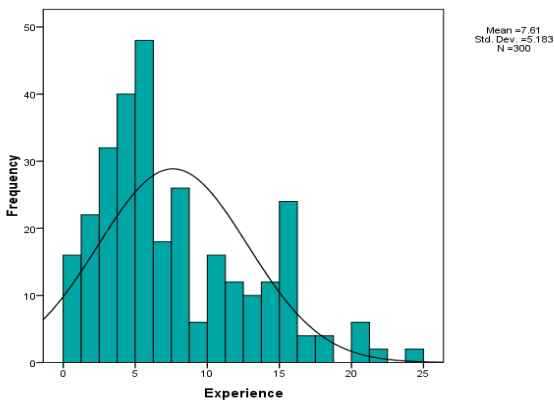


Figure 3.6 Job Experience level of respondents

Figure 3.5 and Fig 3.6 depict that most of the respondents were having job experience between 1 to 5 years while the respondents age lied in the range of 25 years to 30 years which also matched with their experience.

Hypothesis 1:

Change in hiring strategies impact the overall productivity of the employees. (Permanent and Contract Based both)

TABLE 3
MODEL SUMMARY FOR HYPOTHESIS 1

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|----------|-------------------|----------------------------|
|---|----------|-------------------|----------------------------|

| | | | |
|-------|------|------|--------|
| .869a | .755 | .752 | .56740 |
|-------|------|------|--------|

TABLE 4
REGRESSION RESULTS FOR HYPOTHESIS 1

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | P-value |
|--|-----------------------------|------------|---------------------------|--------|---------|
| | B | Std. Error | Beta | | |
| (Constant) | .452 | .155 | | 2.923 | .004 |
| The company I am serving is providing equal chances of promotion to permanent/contract based employees. | .319 | .042 | .334 | 7.686 | .000 |
| I am happy with the way company policies are put into practice for the contract based and permanent employees. | .582 | .044 | .579 | 13.374 | .000 |
| Employment Status | -.023 | .069 | -.010 | -.338 | .736 |
| Experience | -.022 | .007 | -.102 | -3.399 | .001 |

Hypothesis 1 is also tested via regression by taking employees' productivity as dependent variable and organizational policies, employment status and experience of employees as independent variable. The value of R-square for this model is 0.755 and adjusted R-square is 0.752 (Table 3). This value indicates that 75% variability in employee's productivity is due to organization's policies, employment status and job experience of employees and 25% is due to other factors. This means that productivity is directly proportional to the independent variables which ultimately depicted that in order to enhance the overall productivity of employees, much care should be taken of these independent variables because high job performance can only be attained if an employee is satisfied with the policies of their company towards hiring and compensating employees. Job experience also plays an important role in extracting best output from employees. There is no doubt in the fact that an experienced employee can perform any job better than a newbie because of his seniority and in depth knowledge about the delicacies of job and same has been depicted by the survey result where 75% of employee productivity yields because of employee's experience and company's policies. While the other factors that leave their impact on job satisfaction and maximum productivity will be discussed further. Individual t-test results indicate that all the variables are contributing significantly and positively (except experience) to employee's productivity as their p-values are less than 5% level of significance (Table 4). The slope coefficient of employee's experience is negative showing that higher experience is contributing to disagreement with the statement that I am providing with chances for advancement in the job. Employment status is insignificant because of higher p-value.

5 RESULTS:

Hypothesis 1 proved to be valid that change in hiring strategies directly impact the overall productivity of employees at Telecom industries.

Hypothesis 2: Change in HRM strategies are directly connected to retention level of employees in Telecom organization.

TABLE 5
REGRESSION RESULTS FOR HYPOTHESIS 2

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | P-value |
|---|-----------------------------|------------|---------------------------|--------|---------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.760 | .159 | | 11.093 | .000 |
| Experience | -.030 | .010 | -.157 | -2.839 | .005 |
| Positive chances to collaborate with contractual and permanent employees for accomplishment of different projects are provided. | .311 | .058 | .295 | 5.327 | .000 |

a. Dependent Variable: Employee retention is directly connected to your productivity

Employee retention is directly connected to the productivity is taken as dependent variable and the effect of experience and organizational policies towards employees is tested with regression modeling. The results suggest both experience of working and organizational policies are significantly contributing to employee's retention (Table 5). This result will lead to a debate that how and why an employee is bound to give high productivity through effective hiring strategies. [24] Previous experience relates to the seniority of any employee and once any personnel are granted a distinction because of his seniority and span of giving his services, he feels immense joy in being given recognition and distinction over his colleagues.

Hypothesis 3:

Adapting different hiring strategies for permanent and contract based employees also affect the relationships between both categories of employees and interpersonal relationship among employees. It is stated that if both kind of employees working at same work place are hired through different hiring strategies and are given distinctive compensations, this will create a feeling of discrimination between them. The impact of different contracts of employment on the interpersonal relations of employees moves towards growth and stability. This role is related to the satisfaction of job and attaining a good relationship of employer with employees. To determine the perception of employer for the employee's job, the positive attitude towards contract plays a central role. It is linked to the high level of satisfaction of employees when they drive key benefits from their jobs. The relationship of employer and employee stands based on effective communications and stability of business. This role can be achieved based on competency and building social structure for employees. It is the first responsibility of the managers to maintain such a culture with in their company that can help in retaining the employees with in the work place. He should find out all the possible ways that can add to improvise the organizational culture and can motivate the contract based and permanent employees to enjoy a cool and stress free working

environment. [24]

Table 7: Regression results for hypothesis 3

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | p-value |
|--|-----------------------------|------------|---------------------------|-------|---------|
| | B | Std. Error | Beta | | |
| (Constant) | .958 | .171 | | 5.599 | .000 |
| I feel comfortable in working with contractual/ permanent employees with in my organization. | .119 | .060 | .109 | 1.963 | .051 |
| The way my boss handles every category of employees is impressive. | .249 | .053 | .279 | 4.728 | .000 |
| I am happy with the way company policies are put into practice for the contract based and permanent employees. | .135 | .051 | .162 | 2.680 | .008 |

a. Dependent Variable: I am enjoying the freedom to use my own judgment.

The third hypotheses use the combine effect of organizational policies and interpersonal relationship of employees to predict the worker's productivity. We use "I feel comfortable in working with contractual/ permanent employees with in my organization" as personal relationship of employees variable and "I am happy with the way company policies are put into practice for the contract based and permanent employees" as organizational hiring policies variable and checked its impact on "I am enjoying the freedom to use my own judgment." The results are significant as their p-value is lower than 5% level of significance and the slope coefficients are positive showing positive behavior (Table 7). This result clearly elaborates the significance of freedom to work and share to the overall performance of the employees. Interpersonal relationship among both contract based and permanent employees is highly affected by the level of discrimination they receive from their supervisors. According to certain researches, if there is a difference between supervisor's behaviors towards the contract based employees and if they find these short term employees given more preference from their bosses then obviously the relationship between both categories of employees will be affected a lot. The contract based or permanent employees will develop a feeling of professional jealousy towards each other which will certainly affect their performance level. The employees will concentrate more on beating their colleagues professionally rather than

emphasizing more on their performance. These kind of discriminative environment and a workplace where every employee is stressed because of other's position in the place give birth to a non-productive work place.

6 RESULTS:

Third hypothesis of this research has been rejected by the respondents of research because the hypothesis says that changed hiring strategies of permanent and contract based employees will create a favorable interpersonal relationship among both kind of employees. Research has shown if both categories of employees will be treated with different hiring strategies, their interpersonal relationship will certainly effect negatively because discrimination always lead to misunderstanding and negative competition.

7 CONCLUSION

The above analysis shows that employees' productivity depends on employee's interrelationship at workplace and organizations' hiring policies regarding permanent or contractual status. The regression results suggest company's policies and higher authorities' attitude towards employees is more important to keep good interpersonal relations among employees and environment of workplace satisfactory.

After conducting thorough survey related to our three hypothesis, our data analysis has generated the following assumptions;

Hypothesis 1:

Change in hiring strategies impact the overall productivity of the employees. (Permanent and Contract Based both)

This hypothesis was proved valid because according to the responses collected from our selected personnel of telecom industries, any kind of negative change in the hiring strategy leads to a negative impact on the overall performance of the employees. At Pak Telecom, some difference has been found in the hiring and compensating strategies for permanent and contract based employees and also their pay scale is also bit different, so the productivity level of both project based and permanent employees fluctuates accordingly. [25] Permanent based employees perceive that though they show more connectivity with their organization as compared to contract based one so they should be given better pay scale from temporary one. Moreover, results have shown that the overall productivity raises if the organization add some powerful incentives for the motivation of its permanent employees. Whereas people response has also depicted that if telecom industries show a least concerned attitude towards the quality performance of its employees and does not give any importance to appreciation and motivation, an environment of slow growth and low productivity will be received from the employee's side. [25] In short, we can say that productivity is a direct variable for HR strategies and any positive or negative change in the strategies will show the same results respectively in terms of productivity. So, hypothesis 1 proved valid.

Hypothesis 2:

Change in HRM strategies are directly connected to the retention level of employees in Telecom organization? According to the research conducted there is a positive correlation between the variable given here which is retention

level and the changing HR strategies. Both contract based and permanent employees have responded that job loyalty is directly connected to HR policies. As long as the HR policies are in the best interest of the employees, the retention level will be higher otherwise retention level can decline with strict HRM strategies. People's response to the questionnaire has shown that project based consider themselves more important than permanent employees because they think that they are hired to assist the company in crucial times so they should be paid higher than permanent. [26] Whereas permanent employees perceive that as they have given more time to their organization, they are more loyal to the company as compared to those who are hired for limited time period so the HRM strategies should be formulated keeping them in view. Our second hypothesis has also been proved valid because regression level and table of correlation reflects same results from the employee's side. As our results say that employee retention is directly connected to your productivity is taken as dependent variable and the effect of experience and organizational policies towards contract based and permanent employees and both experience of working and organizational policies are significantly contributing to employee's retention. As indicated by researchers, unbeaten to Labor cuts does not make a technique, the decision of the related Jobber to stay inside the association is portrayed by an assortment of things influencing the spread of the Parties to equivalent to the person's age, conjugal status, mentorship, vocation and learning openings, sufficient services, online work and, in this manner, the work market or the job post. [27] This hypothesis was checked by combining both variables i.e., interpersonal relationship and HR policies to the output of both contract based and permanent workers.

Hypothesis 3:

Adapting different hiring strategies for permanent and contract based employees do not affect the relationships between both categories of employees and a better interpersonal relationship among employee's leads to better productivity. to the response collected from both category of employees, an environment of rigidity and competition has been found among both type of employees. A competitive atmosphere with behavioral friction directly affect the overall productivity of employees and gives birth to professional jealousy and rigidity. Hypothesis 3 has been rejected as the results shows that a discrimination in the pay scale, incentives and appreciation between both categories of employees lead to a negative interpersonal relationship which is ultimately destructive for the productivity of the employees. Need of the day is that Pak Telecom should maintain a friendly relationship between permanent and contract based employees. Results of survey has shown that hypothesis 3 was not valid because a poor and rigid kind of interpersonal relationship always lead to low productivity and declining morale from employees. Telecom industries should compensate both type of employees equally so that both should have a friendly relationship with each other which should promote healthy output and improvised productivity.

8 CONCLUSION

5.1 Limitations of the Study

Due to the fact that the data is collected for one specific

duration, the results of the research are limited. Also, the data is collected from within Pakistan only and hence may not be the complete perception of other engineering professionals of other regional countries.

5.2 Future Recommendations

Though there is lot of research available regarding employee's retention level and factors affecting it but not much research has been done specifically for Telecom sector Pakistan. As this research has been done for two different kind of employees i.e. permanent and contract based employees, further research is required by taking different variables that are not captured in this research. Moreover, the results of this research can also be used to further investigate how retention level can be elevated by focusing on the missed factors. A bigger sample size can help in identifying more accurate results with a wider span. Future researchers can cover the organizational culture, management styles and further improvements in hiring system and can evaluate effects of all factors on employee's retention level. The research questionnaire should be send to the HR department of Telecom industries also so a true picture of organizational structure can be drawn from the responses collected.

5.3 Comparison to the earlier benchmark

Purpose of this research is to explore something new related to the HR department of Telecom Industries that can distinguish this research from the previous researches done in this context. The secondary data for this research was related literature from books, scholarly journal articles and research reports being done about the different hiring strategies and their impact on the employee's retention level in the Telecom Industries, Pakistan. Besides all the relevant books and studies, a research report conducted by Maqsood Haider, Amran Rasli and others was also consulted. The title of this research is "The Impact of Human Resource Practices on Employee Retention in the Telecom Sector", and this research was conducted in Malaysia during 2015. According to the research of (Maqsood Haider1*, 2015), training and development, working environment, compensation and organizational culture are the basic factors that facilitate employee's retention at Telecom industries.

Three hypothesis were created in that research as mentioned below:

H1: There is a positive relation between training and development and employee retention (Rejected).

H2: There is a positive relation between compensation and employee retention (Accepted).

H3: There is a positive relation between organizational culture and employee retention (Accepted).

Where hypothesis 1 was rejected after conducting detailed research and analyzing collected data through SPSS software. As per (Maqsood Haider1*, 2015), training and development opportunities are not the actual reason behind employee's job retention. While rest of the two hypothesis were completely accepted. The retention level was connected directly with higher compensation rate and a positive working environment. These two hypothesis were analyzed after thorough research and the results were proved to be valid to greater extent. [24]

5.3.1 Major Difference between Previous Research and Our Research Work

One of the major difference between (Maqsood Haider1*, 2015)'s research and this one is that the researcher has focused on overall all employees of Telecom sector whereas our research has focused on a broader span as we have differentiated between the two basic kind of employees. Our research covered that how hiring strategies can affect the retention level of both permanent and contract based employees. This research covered the hiring strategies individually for the temporary and permanent employees. Results have also proved that there is a great difference between both type of employees and they have distinct perspective towards their job. Similarly, their perception towards loyalty to job is also different. So, this research shows some significant differences from the other researches that were taken as a benchmark. However, one can never deny from valid information collected from these previous researches and the base they provided to proceed further in the same context and explore some new facts about hiring strategies and job retention levels.

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