

## **People Issues in the Telecom Industry and HR Preparedness: A Study of Select Telecom Companies in India**

Sanghamitra Buddhapriya  
Professor  
FORE School of Management  
New Delhi – 110 016  
Email: [sanghamitra@fsm.ac.in](mailto:sanghamitra@fsm.ac.in)

### ***Abstract***

*In this research, an attempt is made to identify important people-related issues in the telecom industry in India. It also tries to understand how these HR issues are being addressed by the telecom organizations. People issues and the HR practices being followed by three major telecom companies in India, i.e., Airtel, Vodafone, BSNL were studied using secondary source. The study reveals that some of the important challenges being faced by this industry are: shortage of skilled talent to fulfil the demand of the industry; managing employee turnover and employee engagement; dealing with lay-offs; and creating gender balance in its workforce. The analysis of the data shows that in terms of the preparedness to deal with people-issues, in most of the cases, the HR department of the selected companies are coming up with provisions to deal with these problems effectively. A comparison among the three companies would reveal that the private companies are better prepared to deal with people-related challenges than the public sector company selected for the study. Lastly, the study comes out with some recommendations for dealing with industry-specific HR challenges effectively. The study provides an opportunity to understand people-issues in the telecom organizations better.*

**Keywords:** Telecom Industry, People-Issues, People-related Challenges, High Attrition, Low Engagement, Lay Off & Gender Diversity.

**Acknowledgement:** The Infrastructural support provided by FORE School of Management, New Delhi is greatly appreciated.