The Analysis of Effective Human Resources Management in Telenor Myanmar

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Abstract: The impact of growing telecommunications infrastructure shows for the most advanced economics and to grow faster economies. Myanmar government has recently permitted two new mobile tele-communications licenses to international mobile operators, Ooredoo and Telenor, for bringing competition and effectiveness to get the communications services with the affordable prices from the people. The aims of this paper presents the analysis of effective on Human Resource Management in Telenor Myanmar with the five factors such as staffing, human resource development, compensation, safety and health, employee and lobar relations. This study used quantitative methods for exploring the research questions from answers of 104 employees' samples and described with frequency, the descriptive statistic and hypothesis testing with the correlation coefficient of Pearson Method. The findings of the study illustrated that the most employees are males 61.5%, the age between 18 and 25 years old 45.2%, single 69.2%, master education level 65.4% and 34.6% are working since one year ago. The relationships at the staffing factor between hiring quality employees and the preparing for laying off cases of professional employees, the relationships at the factor of the training and development of human resources development between improving of job performance and selection of training, improving of job performance and the relevant training with jobs, selection for training and the relevant training with jobs, selection for the training and the length of training courses, the length of training courses and the relevant training with jobs, relationships at the factor of compensation and benefits of Telenor Myanmar between salary design and negotiations of attractive compensation, negotiations of attractive compensation and surveying and review system, relationship at the factor of employee and labor relations between management system and promoting of communication method, promoting of communication method and labor management strategy have no significantly relationships. The others variables have positively relationship each other. Telenor Myanmar needs to attract the right talent for professional development and training and in fostering unique culture that is built around Myanmar people. Telenor Myanmar should take pride in knowing that its employees can share in passion and dedication to play an important role in the development of state-of- the-art telecom infrastructure for the country, as well as provide innovative mobile communication services that will empower society and enrich the lives of millions of people across Myanmar.

Keywords: Staffing, Selection, Training and development, Compensation, Health.

1. INTRODUCTION

The telecommunication can reduce the cost for the collecting information and searching for the services and doing business. (Anders Isaksson, 2009) Telenor Group is one of the biggest mobile telecommunications companies in the world. The headquarter office of the company located in Baerum at Fornebu and close to Oslo in Norwegian. Telenor Group provides tele, data and media services in the Nordics, Central and Eastern Europe and Asia. (www.telenor.com) Myanmar Posts and Telecommunications (MPT) dominated over 20 years in telecommunications sector of Myanmar as the state-owned monopoly telephone service provider. (Myanmar Telecommunication Industry Business Opportunities Handbook, 2014) Myanmar government has recently permitted two new mobile telecommunications licenses to international mobile operators, which are Ooredoo and Telenor, for bringing competition and effectiveness to get the communications services with the affordable prices from the people of Myanmar.

Statement of Problem:

Human Resource Management (HRM) is the most important area in any field of business. Unanticipated events can affect the practice of human resource management; management team needs to know how to effect for changing the human resources management system and the utilization of individuals to achieve organizational objectives. Therefore, this study analysis the effectiveness of human resource management in Telenor Myanmar from five aspects of Staffing, Human Resource Development, Compensation, Safety and Health, Employee and labor relations.

Objectives:

The objectives of this study are as per below:

- To identify the process of staffing in Telenor Myanmar

- To find out the training and development of human resource development

- To analysis the compensation such as salaries, wages, commissions and business of employees in Telenor Myanmar

- To study the part of safety and health for the protecting and the benefits of health for employees in Telenor Myanmar

- To search employee and labor relations in Telenor Myanmar

- To find out relationships at the five factors between sub-variables and each others

Hypothesis:

H_1: There are relationships at the staffing factor.

H_0: There are no relationship at the staffing factor.

H_2: There are relationships at training and development factor.

H_0: There are no relationships at training and development factor

H_3: There are relationships at the factor of the compensation and benefits of employees.

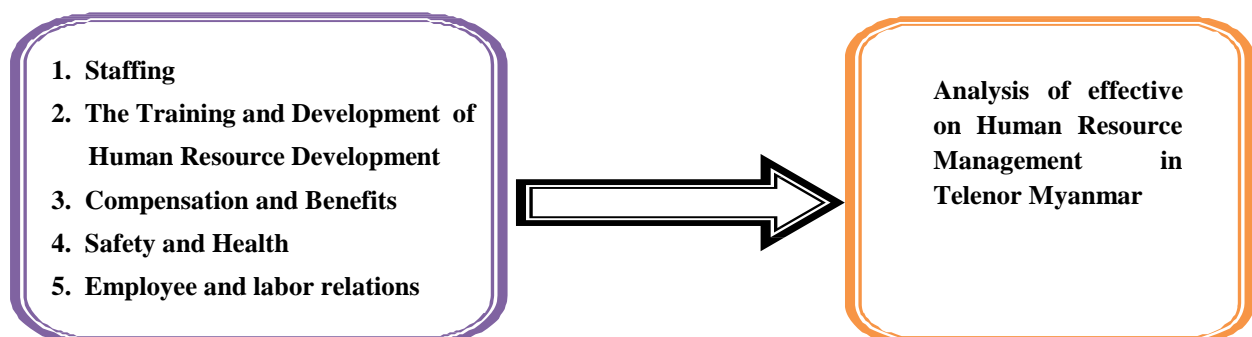H_0: There are no relationships at the factor of the compensation and benefits of employees

H_4: There are relationships at safety and health factor.

H_0: There are no relationships at safety and health factor.

H_5: There are relationships employee and labor relations factor.

H_0: There are no relationships employee and labor relations factor.

Conceptual Framework:

2. THEORY AND RELATED RESEARCH

The specialist employees monitored to gain the high performance and achievement. The right management of staff can gain the efficient control on staffing progress. Most of organizations are depending on their skilled-employees to achieve the competitive advantages within the global economies. (Reiche, 2007) The formers researchers as Milman (2002), Goymour (2002), Hinkin and Tracey (2000), Powell and Wood (1999) found that poor working conditions, poor

worker morale and job attitude and inadequate recruitment are relative with low compensation, inadequate fringe benefits. Health and safety plan is important for encouraging employee involvement in health and safety and controlling and predicting health and safety spend. (Julie Bell, 2001) Employee relations refers to Human Resource interaction with employees who are not represented by a union and labor relations refers to the Human Resource-to-union interaction for employees who are represented by a union. (Ruth Mayhew & Demand Media, 2015)

Research Methods:

This study used quantitative methods for exploring the research questions of this study. The paper describes with frequency, descriptive statistic and hypothesis testing. The hypotheses were tested based on the answers of questionnaire. The questionnaires designed the logical multiple choice question with five point scales and were distributed to the employees of Telenor Myanmar. The hypotheses testing described with the correlation coefficient of Pearson Method. The measurements of the variables are nominal level and ordinal level {Likert}. The effective components reflect general feelings or emotions of individual toward objectives of this study. This study use the ranking method of measurement and Likert scale will measure the attitude ranging from very positive to very negative designed to allow respondents how indicate strongly they agree or disagree.

The sampling designed in this study with the four steps as target population, sampling plan, sampling method and sample size. The paper designed the target population of the questionnaires from the employees of Telenor Myanmar. Within over 300 employees, the researcher decided 140 employees from Yangon and Mandalay branch offices for target population. A method of sampling design for this study is random sampling of probability sampling design. The unit of samples is the individual of Telenor employees. The sample size for this study was calculated with the formula of Yamane. (Yamane, 1967). The sample size (n) of this study is 104 with the error 5% and the confident level 95%, which is acceptable (1-0.95) $Z_{0.05}$ then $Z_{0.05} = 1.96$

3.   RESULTS

As per results of this study, the most respondents are males (61.5%), the age between 18 and 25 years old (45.2%), the marital status of single (69.2%), education level of master degree (65.4%), the most for the length of joining time in Telenor Myanmar is over 1 year (34.6%).

1. Staffing:

Among the staffing factor according to Pearson Correlation Method, the relationship between hiring quality employees and the good strategy for preparing of laying off cases of professional employees is no significant relationship because the Pearson correlation (r) is 0.097 and the significant at 2-trailed p is 0.326, Therefore, $p > 0.05$ and the null hypothesis is rejected. As per table (1), the other variables of staffing factor have relationships between each other.

According to the result of frequencies, 75% employees of Telenor Myanmar are agreed for Telenor Myanmar hiring quality employees. 62.5% of respondents are agreed for Telenor Myanmar has good recruitment plans and 59.6% are also agreed for the good strategy of preparing for laying off cases of professional employees in Telenor Myanmar. 56.7% of answerers are agreed for high standard interview style of Telenor Myanmar. 5% of respondents are disagreed for good recruitment plans of Telenor Myanmar with 5%.

Table 1

		Telenor Myanmar are hiring quality employees	Telenor Myanmar has good Recruitment Plans.	The preparing for laying off cases of professional employees in Telenor Myanmar is very good strategy.	The interview for staffing of Telenor Myanmar is high standard interview style.
	Pearson Correlation	1	.504**	.097	.345**
Telenor Myanmar are hiring quality employees	Sig. (2-tailed)		.000	.326	.000
	N	104	104	104	104
	Pearson Correlation	.504**	1	.222*	.303**

Telenor Myanmar has good Recruitment Plans.	Sig. (2-tailed)	.000		.024	.002
	N	104	104	104	104
	Pearson Correlation	.097	.222*	1	.281**
The preparing for laying off cases of professional	Sig. (2-tailed)	.326	.024		.004
	N	104	104	104	104
	Pearson Correlation	.345**	.303**	.281**	1
Standard interview style.	Sig. (2-tailed)	.000	.002	.004	
	N	104	104	104	104

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

2. The training and development of human resource development:

Among these factor, the relationships between improving of job performance and selection of training is no significant relationship because Pearson Correlation (r) is -0.063 and the significant at 2-trailed p is 0.524. Therefore p > 0.05 and the null hypothesis was rejected. The relationship between improving of job performance and the relevant training with jobs is no significant relationship according to the Pearson Correlation (r) 0.139, the significant at 2-trailed 0.159, p > 0.05 and the null hypothesis was rejected. The relationship between selections for training and the relevant training with jobs is also no significant relationship due to Pearson Correlation (r) is 0.073 and the significant level at 2-trailed is 0.463. Thus, p > 0.05 and the null hypothesis was rejected. The relationship between the selection for the training and the length of training courses and the length of training courses and the relevant training with jobs have no significant relationship because Pearson Correlations (r) are 0.014 and 0.12, the significant levels at 2-trailed p are 0.884 and 0.905 receptively. Thus, p > 0.05 and the null hypothesis was rejected. The other variables of this factor have significantly relationship as per table (2).

According to the result of frequencies, 59.6% employees of Telenor Myanmar are agreed for getting training to help for the improving of job performances. 28.8% of respondents are answered that they selected for training when the time of joining with Telenor Myanmar. 27.9 % are responded that the length of training courses are depending on the training courses. 64.4% of answerers are agreed for getting the training courses with relevant jobs.

Table 2

	You get the training to help for the improving of job performances.	How were you selected for training?	How long has the training course?	How do you think that the training can give relevant you received
Pearson Correlation	1	-.063	.120	-.139
Sig. (2-tailed)		.524	.227	.159
N	104	104	104	104
Pearson Correlation	-.063	1	.014	.073
Sig. (2-tailed)	.524		.884	.463
N	104	104	104	104
Pearson Correlation	.120	.014	1	.012
Sig. (2-tailed)	.227	.884		.905
N	104	104	104	104
Pearson Correlation	-.139	.073	.012	1
Sig. (2-tailed)	.159	.463	.905	
N	104	104	104	104

You get the training to help for the improving of job performances.

How were you selected for training?

How long has the training course?

Thin that the training can give revelant you received to your work?

3. The Compensation and Benefits of Telenor Myanmar:

At this factor, the relationship between salary design and negotiations of attractive compensation is no significant relationship according to Pearson Correlation (r) is -0.002 and value of p is 0.985 at the significant 2-trailed. p > 0.05 and the null hypothesis was rejected. The relationship between negotiations of attractive compensation and surveying and review system is also no significant relation due to Pearson Correlation (r) is - 0.163, the value of p is 0.098 and it was p > 0.05. The relationship between salary design system and employment market demand has positively relationship according to statistic such as Pearson Correlation is 0.353, value of p is 0.000 and p > 0.05. Therefore, the null hypothesis was accepted.

According to the result of frequencies, 67.3% employees of Telenor Myanmar are agreed for the salary design system of Telenor Myanmar which is based on the responsibilities of employees and employment market demand. 65.4% of respondents are agreed for negotiations of Telenor Myanmar which is providing an attractive compensation of great performers. 67.3% of respondents are also agreed for the survey and review of compensation and benefits in Telenor Myanmar. 3% of answerers are disagreed the most for negotiations of Telenor Myanmar which is providing an attractive compensation of great performers.

Table 3

Correlations				
		The salary design system of Telenor Myanmar is based on the responsibilities of employees and employment market demand.	What is your suggestion for negotiations of Telenor Myanmar which is providing an attractive compensation to	What is your opinion for the survey and review of Telenor Myanmar's Compensation and Benefits?
The salary design system of Telenor Myanmar is based on the responsibilities of employees and employment market	Pearson Correlation Sig. (2-tailed)	1	-.002 .985	.353[**] .000
demand.	N	104	104	104
What is your suggestion for negotiations of Telenor Myanmar which is providing an attractive compensation to	Pearson Correlation Sig. (2-tailed)	-.002 .985	1	-.163 .098
great performers?	N	104	104	104
What is your opinon for the survey and review of Telenor	Pearson Correlation Sig. (2-tailed)	.353[**] .000	-.163 .098	1
Myanmar's Compensation and Benefits?				
	N	104	104	104

[**]. Correlation is significant at the 0.01 level (2-tailed).

Table 4

4. Safety and Health of Telenor Myanmar:

Correlations				
		How do you think that Telenor Myanmar have a written safety program or safety management system?	How do you suggest for using a formal system for the reporting, recording and investigation of incidents, injuries and illnesses in working area or within working hours of Telenor Myanmar?	How will you suggest for the feedback of Safety and Health in Telenor Myanmar?
How do you think that Telenor Myanmar have a written safety program or safety management	Pearson Correlation Sig. (2-tailed)	1	$.363^{**}$ .000	$.221^{*}$ .024
system?	N	104	104	104
How do you suggest for using a formal system for the reporting, recording and investigation of	Pearson Correlation Sig. (2-tailed)	$.363^{**}$ .000	1	$.299^{**}$ .002
incidents, injuries and illnesses in working area or within working hours of Telenor Myanmar?	N	104	104	104
How will you suggest for the feedback of Safety and Health in Telenor Myanmar?	Pearson Correlation Sig. (2-tailed)	$.221^{*}$ .024	$.299^{**}$ .002	1
	N	104	104	104

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

At this factor, the relationship of three variables such as between safety management system and using a formal system for reporting, recording and investigation, between safety management system and the feedback, between using a formal system for reporting, recording and investigation and the feedback of safety and health of Telenor Myanmar are positively relationship due to the value of p 0.000 and p > 0.05. Therefore, the null hypotheses are rejected.

According to the result of frequencies, 62.5% employees of Telenor Myanmar are agreed for the written safety program or safety management system in Telenor Myanmar. 64.4% of respondents are agreed for using a formal system for reporting, recording and investigation of accidents, injuries and illnesses in working area or within working hours of Telenor Myanmar. 70.2% of respondents are also agreed for the feedback of safety and health in Telenor Myanmar. 8% of answerers are disagreed the most for the written safety program or safety management system in Telenor Myanmar.

Table 5

5. Employee and Labour Relations in Telenor Myanmar:

Correlations		Telenor Myanmar has a formal management system which can consult with the labour union or the representative of employees.	For promoting communications between labour and management team, which method has used Telenor Myanmar?	How do you give the suggestion for labour management strategy of Telenor Myanmar?
Telenor Myanmar has a formal management system which can consult with the labour union	Pearson Correlation Sig. (2-tailed)	1	-.083 .402	.221[*] .024
or the representative of	N	104	104	104
For promoting communications between labor and management team, which method has used	Pearson Correlation Sig. (2-tailed)	-.083 .402	1	.201[*] .041
Telenor Myanmar?	N	104	104	104
How do you give the suggestion for labour	Pearson Correlation Sig. (2-tailed)	.221[*] .024	.201[*] .041	1
management strategy of Telenor Myanmar?				
	N	104	104	104

[*]. Correlation is significant at the 0.05 level (2-tailed).

At this factor, the relationships between management system and promoting of communication method and the relationship between promoting of communication method and labor management strategy have no significantly relationships. The value of p is 0.294 and 0.147 receptively. Therefore, p > 0.05. The null hypothesis was rejected. The others variable has positively relationship each other.

According to the result of frequencies, 70.2% employees of Telenor Myanmar are agreed for the formal management system in Telenor Myanmar which can consult with labour union or the representative of employees. Respondents of 35.6% and 26% are answered employee attitude surveys methods and monthly meetings methods which are used for promoting communications between labour and management team. 55.8% and 29% of respondents are answered good and best for labour management strategy of Telenor Myanmar. 5.8% of answerers are strongly disagreed the most for a formal management system of Telenor Myanmar which can consult with the labour union or the representative of employees.

4.   CONCLUSIONS AND DISCUSSION

The results of the study implied that professional employees monitored to gain the high performance and anchievement of Telenor Myanmar. Telenor Myanmar is rapiad roll-out of a state-of-the art telecommunications network and affordable moblile communication services because of the standarized employee recruitment pragram. At the selection of employees part, Telenor Myanmar decided with three steps of interview to get the right persons for right positions of the company. The process of its staffing functions evaluates the expected for the hiring persons, the performance of its employees, identifying its potentials, the developments of requirements. The implement of staffing function can suit to strategies of the company.

This study explored that Telenor Myanmar are offering the training and development courses with the relevant jobs by focusing on long-term business plans. Therefore, this findings of this study is accepted the findings of the past thesis of Weil & Woodall, 2005 which is that the training and development is the important functions and activities of human resource management. Telenor Myanmar analyzed its needs for the long-term investment and improving of the company. With rapidly developing in the environment of Myanmar, Telenor Myanmar should have a systematic plan and program for the training and development.

As per results of this study, the compensation and benefit are important role for relationship of employers and employees for Telenor Myanmar. Telenor Myanmar has the good strategy of salary design. Jobs of Telenor Myanmar are evaluated in the salary system based on the responsibility associated with them and employment market demand. Telenor Myanmar is negotiating for providing an attractive compensation to great performers.

Telenor Myanmar is providing the safety and health program or safety management. Most of employees are agreed on this program but this company should have health insurance coverage for high level of employees or low level of employees. Because of using a formal system of reporting, recording and investigation for accidents, injuries and illness, Telenor Myanmar is improving business results and working conditions for development directions.

Telenor Myanmar has concerned the importance unions which can play in representing employee interest. Its employees are communicating to share and transfer knowledge of building a sustainable leadership and business environment between employees and management team. Telenor Myanmar should improve the methods of survey and monthly meeting for the promoting of communication between management teams and employees. By creating various opportunities for its employees, Telenor Myanmar will develop and advance. Telenor Myanmar should well-designed and safe place to work for global best practices to local employees.

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