

Exploring Ambient Discriminatory HRM Practices: An Insight From Kingdom Telecom Company

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Abstract

The current paper was intended to determine the ambient discriminatory practices pertaining to human resource management (HRM) in two different telecom company situated in the Kingdom of Saudi Arabia. Hundred and twenty employees working in the company were contacted for this investigation randomly to get the ideas about discriminatory human resource management (HRM) practices. Questionnaire related to discriminatory human resource management (HRM) practices including biographical information blank sheets were administered to the subjects to determine the discriminatory practices related to human resource management (HRM). Mean and graphical symbol were used to examine the data and the results of the investigation discovered that discriminatory HRM practices existed in terms of training & development, job analysis, recruitment & selection, intention to stay in the company, compensation & benefits, co-workers relation, performance appraisal, working condition, communication and security & health but in a marginal form. The researcher has recommended further study to eliminate ambient discriminatory HRM practices to make the employees more enthusiastic and vigorous to perform well and play important role in the developmental process of organization.

Keywords: Ambient discriminatory HRM practices; Private telecom sector; Job analysis; Security and health.



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1. Introduction

It is imperative to mention that HR professionals are the person responsible for making the employees at workplace contented and efficient. This aim is very hard to achieve if there is ambient discrimination, nepotism, or favoritism on the worksite, particularly allowing such practices in a continuous mode and without unchecked. When such attributes are growing in the organization, obviously, the effects will be more in the negative sides of human enterprises and that will bring negative consequences. Therefore, topic especially HRM practices fascinated the attention of every spheres of life of HR professionals to treat their employees with their dignity and spirit. Bowen and [Bowen and Ostroff \(2004\)](#) pointed that contented employees will always create contented customers. Whereas, success and growth of any organizations depends on the employees wherein they considered as a valuable component of the organization ([Danish and Usman, 2010](#)). Psychologists have an opinion that understanding of human behaviors is not an easy as other concepts, it's very complex. Thereby, HR professional must keep an eye on every aspect of employees' skills and behavior to motivate them accordingly to accomplish the set goals of the organization. [Delery and Doty \(1996\)](#), defined "HRM practices as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives". Whereas, HRM practices includes recruitment, selection, employee compensation, rewarding, fairness concerns, education and development, succession planning, safety and health, employee relations and retention of the employees ([Budhwar and Boyne, 2004](#); [Compton, 2009](#); [Dessler, 2007](#)). It is evident from the above that management must address the component of HR practices in their organization in a fairly manner, if not so, discriminatory HR practices might lead to unhealthy or volatile situation in the organization. Such situation will transform the organization in a negative manner and lower productivity. The researcher of this particular investigation planned to conduct investigation on workers involved in discharging the assigned roles in private company i.e. telecom business in the Kingdom to determine the existence of attributes pertaining to discriminatory practices of HRM. Surely, the results of this investigation will contribute some innovative values to the field of organizational behavior, Organizational development, business ethics, and human resource management. Various management practitioners opined that success of the organization depends on stability of tenure of personnel and equity. Thereby, it is the management responsibility to explicitly try to minimize the discriminatory HRM practices which existed in any company and offer ample mechanism to eradicate such negative practices related to HRM in the telecom company in Saudi Arabia to achieve the goals of the sectors by making an efficient, productive and effective workforce.

2. Review of Literature

Organizational commitment, job anxiety; job involvement, job burnout, job satisfaction, turnover, job stress, productivity, absenteeism, job satisfaction, role ambiguity, role conflict, performance and many other job attitude variables are widely investigated with HR practices on the globe and observed that HR practices are having very close relationship with these variables ([Al Kahtani and Allam, 2015a;2015b;2016](#); [Ali et al., 2004](#); [Allam, 2007](#);

Allam and Harish, 2010; Allam, 2013;2017a;2017b; Islam *et al.*, 2018; Lamba and Choudhary, 2013; Steyn *et al.*, 2017; Syama and Sulphay, 2014).

Both public and private sectors differ significantly in terms of various dimensions pertaining to HR practices that include industrial relations, strategic HR, safety, HR planning and training and development. But no differences were observed in terms of recruitment among two different sectors (Kumar and Mishra, 2011).

Lamba and Choudhary (2013), conducted a study among employees working in various sectors in India to determine the influence of HR practices on organizational commitment. Their result of the study revealed that HR practices play vital role and influenced commitment of the employees in the organization. Whereas, Steyn *et al.* (2017), also were having findings in terms of relationship that positive association existed between HR practices and organizational commitment. However, effective practices of HR will certainly enhance the commitment of the incumbents in the organization that will further assist them to accomplish the organizational goals (Bal *et al.*, 2014),

Most recently, Islam *et al.* (2018), worked in the area of HR to probe the rapport of job satisfaction with HR practices among the bank employees. They used SPSS software to analyze the data and their investigation revealed that both job satisfaction and HR practices have significant relationships. Further, they observed that recruitment and selection, compensation and reward, work-life balance practices are the most influential factors for the job satisfaction.

2.1. Objective of the Study

Worldwide, innumerable investigations were conducted by varied researchers on the topic related to practices of HRM but very few management thinkers begin a study pertaining to ambient discriminatory practices of HRM. Thereby, current investigation is aimed to highlights the gap in review of literature because no suitable tools were identified to measure the discriminatory HRM practices. Henceforth, the intended to determine the characteristics of discriminatory practices of HRM among telecom sectors workers in Kingdom of Saudi Arabia. Furthermore, also intention is to highlight the problematical areas and provide amicable suggestions to enhance the valid practices of HRM telecom business sector in the Kingdom.

2.2. Methodology

Sample: The current research conducted on one hundred and twenty workers of private sectors of telecom namely; Mobily and Zain, located in the Kingdom of Saudi Arabia (K.S.A.) have been selected randomly. All the incumbents were taken for this research was male and having different qualifications, experiences, nationalities and ages.

2.3. Tools

Discriminatory HRM practices questionnaire was used which has been prepared by Al Kahtani and Allam (2016), by keeping the realm and significance of the study. The items taken in the questionnaire were divided into ten dimensions and each dimension was having unequal items but according to the nature of the study. The questionnaire is having five-point rating scale and each item has to be rated on the continuum of 5-1 scale in terms of strongly agree to strongly disagree. The scale validity and reliability also established by the investigators in their study. In addition to this scale age, gender, marital status etc., were also obtained.

2.4. Statistics Used

Mean, frequency and percentage methods applied to analyze the data. This simple statistics have been used to attract the audience to inference the findings easily. Further, the graphical presentation was also shown pertaining to results.

2.5. Procedure and Ethics

The psychometric measures applied in the current exploration were in English, later on translated into Arabic to give meaningful insight to the audience to respond in a substantial manner. Before administrating the data, the researcher followed all the steps required to collect the data and make them assured about the confidentiality of their responses or opinions that it will be used for learning and teaching purposes only. However, explicit instructions were given to the respondents and 120 filled questionnaires were obtained for data tabulation and analyses.

3. Results and Discussion

Table-1. Showing employees perception towards job analysis practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1	All major jobs are subjected to formal job analysis in my organization.	3 (2.5%)	15 (12.5%)	39 (32.5%)	54 (45%)	12 (10%)	3.52	5
2	I had understanding of the mission and the goals of this organization when joined.	-	6 (5%)	18 (15%)	72 (60%)	24 (20%)	3.95	1
3	Adequate and relevant information about the job is provided at the time of recruitment.	3 (2.5%)	18 (15%)	18 (15%)	60 (50%)	21 (17.5%)	3.65	3
4	My job is designed and analyzed properly.	3 (2.5%)	12 (10%)	33 (27.5%)	63 (52.5%)	9 (7.5%)	3.52	5
5	I have a proper job description.	3 (2.5%)	15 (12.5%)	39 (32.5%)	48 (40%)	15 (12.5%)	3.47	7
6	Job description (if given) is comprehensible for me.	-	9 (7.5%)	33 (27.5%)	54 (45%)	24 (20%)	3.78	2
7	My job description, if any, needs revision to reflect the work I am actually engaged in?	3 (2.5%)	24 (20%)	24 (20%)	42 (35%)	27 (22.5%)	3.55	4
Do you consider overall job analysis practices in your organization are discriminatory?		12 (10%)	54 (45%)	24 (20%)	24 (20%)	6 (5%)	2.65	-

It appears from the aforesaid table that employees perceived HRM practices pertaining to job analysis in the organization. There are seven items in this dimension and out of which I had understanding of the mission and the goals of this organization when joined was appeared as the highest mean weighted score (3.95) followed by job description (if given) is comprehensible for me (3.78). It is also observed that I have a proper job description emerged as the lowest mean weighted score (3.47). As far as overall discriminatory job analysis practice in the organization was found 2.65. It is noticed from the respondents responses in all the seven items that the practices concerned with job analysis is fair and strongly agree and disagree showing positive reactions which is more than 50% as they perceived in the private telecom sector in the K.S.A. Further, the result can be understood that people in the organization are clear with their job specifications and their knowledge, abilities, skills and other characteristics required discharging the responsibilities at present and future job. But at the same time, overall discriminatory job analysis practices mean weight score is showing 2.65 which is lesser than all other items indicates that partially discriminatory practices are prevailing in the private telecom sectors.

Table-2. Showing employees perception regarding recruitment and selection practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	Organization has placed the right person at the right job.	6 (5%)	12 (10%)	12 (10%)	63 (52.5%)	27 (22.5%)	3.78	2
2.	The human resource department has clear policies and procedures on recruitment and selection.	9 (7.5%)	15 (12.5%)	18 (15%)	45 (37.5%)	33 (27.5%)	3.65	4
3.	The curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate.	6 (5%)	9 (7.5%)	39 (32.5%)	54 (45%)	12 (10%)	3.48	6
4.	The company goes for internal recruitment [promotion, transfer, and reassignment] before external advertisement.	6 (5%)	6 (5%)	18 (15%)	69 (57.5%)	21 (17.5%)	3.78	2
5.	The selection process is fair in my company and right person is selected for the right job.	6 (5%)	15 (12.5%)	18 (15%)	72 (60%)	9 (7.5%)	3.52	5
6.	Favoritism, nepotism, casteism, gender biasness, region, religion etc. is never promoted for selection in my company.	6 (5%)	9 (7.5%)	12 (10%)	63 (52.5%)	30 (25%)	3.85	1
7.	My company promotes employees on the basis of merit rather favoritism is the sole criteria of the promotion.	12 (10%)	9 (7.5%)	24 (20%)	60 (50%)	15 (12.5%)	3.48	6
Do you consider overall recruitment and selection practices in your organization are discriminatory?		15 (12.5%)	45 (37.5%)	30 (25%)	15 (12.5%)	15 (12.5%)	2.75	-

It is evident from the Table 2 that favoritism, nepotism, casteism, gender biasness, region, religion etc. is never promoted for selection in my company perceived by the employees with highest mean weighted score of 3.85. In the

dimension of recruitment and selection practices, employees perceived organization has placed the right person at the right job and the company goes for internal recruitment [promotion, transfer, and reassignment] before external advertisement as the second highest mean weighted score of 3.78, and the human resource department has clear policies and procedures on recruitment and selection (3.65) followed by the selection process is fair in my company and right person is selected for the right job, the curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate and my company promotes employees on the basis of merit rather favoritism is the sole criteria of the promotion with mean weighted scores of 3.65, 3.48 and 3.48 respectively. The result can be interpreted that the employer employing the candidates with considering the right man for the right job which is clearly evident from the findings. Furthermore, it is observed that favoritism, nepotism, casteism, gender biasness, region, religion etc. is very little in the telecom sector towards the selection and recruitment process. Moreover, transfer, promotion, reassignment given to the internal employees before advertisement showing a greater concern towards their own internal employees to stay in the organization for the longer period of time.

Table-3. Showing employees perception regarding training and development practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	My organization has distinct career paths and internal promotion norms.	3 (2.5%)	12 (10%)	36 (30%)	69 (57.5%)	-	3.42	4
2.	The training needs of the employees in my organization are assessed on the basis of performance appraisal.	6 (5%)	6 (5%)	33 (27.5%)	63 (52.5%)	12 (10%)	3.58	2
3.	The contents of the training programs organized are relevant to the changing needs of my jobs.	3 (2.5%)	3 (2.5%)	69 (57.5%)	45 (37.5%)	-	3.30	5
4.	I am assigned challenging jobs to charge my enthusiasm and develop my skills.	3 (2.5%)	12 (10%)	21 (17.5%)	69 (57.5%)	15 (12.5%)	3.68	1
5.	I am having opportunities for advancement in career.	12 (10%)	9 (7.5%)	18 (15%)	72 (60%)	9 (7.5%)	3.48	3
6.	My job provides me a safe future.	12 (10%)	21 (17.5%)	24 (20%)	57 (47.5%)	6 (5%)	3.20	6
	Do you consider overall training and development practices in your organization are discriminatory?	12 (10%)	33 (27.5%)	42 (35%)	24 (20%)	9 (7.5%)	2.88	-

It is indicated from the table 3 that representing the perception of private telecom company employees regarding training and development practices. Out of six criteria of training and development practices, employees perceived that I am assigned challenging jobs to charge my enthusiasm and develop my skills observed with mean weighted score of 3.68 as one of the most vital factors for training and development practices. The least factor perceived by the employees was my job provides me a safe future (3.20). However, 75 % of the employees opined in the form of agree & strongly agree that the training needs of the employees in my organization are assessed on the basis of performance appraisal. The findings of the result can be explained that the fair practice towards the training and development were in place in the telecom sector which has been based on existence of formalization.

Table-4. Showing employees perception regarding performance appraisal practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	My company has proper performance evaluation system.	3 (2.5%)	6 (5%)	24 (20%)	81 (67.5%)	6 (5%)	3.68	1
2.	I know exactly what is expected from me in this company.	6 (5%)	15 (12.5%)	15 (12.5%)	63 (52.5%)	21 (17.5%)	3.65	2
3.	The evaluation system facilitates for a dialogue between the appraiser and the appraisee.	6 (5%)	6 (5%)	45 (37.5%)	54 (45%)	9 (7.5%)	3.45	4
4.	The current performance evaluation system of my company does not require any revision.	3 (2.5%)	33 (27.5%)	36 (30%)	45 (37.5%)	3 (2.5%)	3.10	5
5.	Performance appraisal at my organization undertakes to identify the developmental needs of employees and to help them attain their career goals.	3 (2.5%)	12 (10%)	27 (22.5%)	69 (57.5%)	9 (7.5%)	3.57	3
	Do you consider overall performance appraisal practices in your organization are discriminatory?	3 (2.5%)	60 (50%)	27 (22.5%)	14 (11.7%)	16 (13.3%)	2.83	-

The above table-4 indicates about the perception of employees towards the performance appraisal practices. It is observed that 72.5% (N=87) employee perceived by responding agree & strongly agree to my company has proper performance evaluation system with greater mean weighted score 3.68 followed by 70% (N=84) perceived I know exactly what is expected from me in this company with little lower mean weighted score of 3.65. Out of five factor, the employee perceived least towards the current performance evaluation system of my company does not require any revision with mean weighted score of 3.10. The result can be highlighted that employees are being informed in advance about the performance appraisal system and an individual will be promoted with certain criterion or based on appraisee performance in the organization. It is also observed that 25% (N=26) employee were having opinion that performance appraisal practices is discriminatory indicating that either the appraiser or the appraisee moving against the system.

Table-5. Showing employees perception regarding compensation and benefits practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	My organization makes all payments on time.	3 (2.5%)	3 (2.5%)	9 (7.5%)	33 (27.5%)	72 (60%)	4.40	1
2.	Rewards and incentives are fairly distributed in my organization.	6 (5%)	9 (7.5%)	15 (12.5%)	72 (60%)	18 (15%)	3.72	4
3.	The existing rewards and incentive plans motivate me for better performance.	6 (5%)	6 (5%)	18 (15%)	51 (42.5%)	39 (32.5%)	3.92	2
4.	The remuneration scheme of my company is equitable.	6 (5%)	6 (5%)	18 (15%)	75 (62.5%)	15 (12.5%)	3.72	4
5.	Rewards in my company are strictly linked to employee performance.	6 (5%)	-	24 (20%)	75 (62.5%)	15 (12.5%)	3.78	3
6.	I am contented with the salary I earn when compared with the job I am engaged in.	12 (10%)	9 (7.5%)	24 (20%)	66 (55%)	9 (7.5%)	3.42	6
7.	My company provides sufficient fringe benefit packages to me.	9 (7.5%)	15 (12.5%)	27 (22.5%)	60 (50%)	9 (7.5%)	3.38	7
8.	The financial benefits I receive in my company are similar to what most of the other companies in the industry provide to their employees.	9 (7.5%)	12 (10%)	33 (27.5%)	33 (47.5%)	9 (7.5%)	3.38	7
9.	Welfare facilities are provided to me to save a lot of mental energy for work purposes.	24 (20%)	18 (15%)	48 (40%)	18 (15%)	12 (10%)	2.80	9
Do you consider overall compensation and benefits practices in your organization are discriminatory?		6 (5%)	60 (50%)	36 (30%)	12 (10%)	6 (5%)	2.60	-

The result reported in the aforesaid table-5 revealed my organization makes all payments on time as the most important compensation and benefit practices with mean weighted score of 4.40 in the eyes of employees followed by the existing rewards and incentive plans motivate me for better performance (3.92) and rewards in my company are strictly linked to employee performance (3.78). The least factor observed by the employees in compensation and benefits practices as welfare facilities are provided to me to save a lot of mental energy for work purposes (2.80). The result can be highlighted in terms of timely salary given to the employees, rewards are in place for outstanding employees and other benefits and perks are given time to time to motivate the employees to achieve the goals.

Table-6. Showing employees perception regarding working condition practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	I am provided all necessary facilities to do my job.	6 (5%)	3 (2.5%)	24 (20%)	75 (62.5%)	12 (10%)	3.70	3
2.	At work, my opinion seems to have weighted.	3 (2.5%)	12 (10%)	39 (32.5%)	57 (47.5%)	9 (7.5%)	3.48	5
3.	The necessary information systems are in place and accessible for me to get my job done.	3 (2.5%)	21 (17.5%)	27 (22.5%)	63 (52.5%)	6 (5%)	3.40	6
4.	My workplace is well maintained.	9 (7.5%)	6 (5%)	18 (15%)	81 (67.5%)	6 (5%)	3.58	4
5.	I feel I am able to utilize my talent properly.	3 (2.5%)	9 (7.5%)	21 (17.5%)	72 (60%)	15 (12.5%)	3.72	2
6.	I never work under the threat of losing my job.	6 (5%)	-	24 (20%)	45 (37.5%)	45 (37.5%)	4.02	1
Do you consider overall working conditions practices in your organization are discriminatory?		9 (7.5%)	57 (47.5%)	18 (15%)	30 (25%)	6 (5%)	2.72	-

It is explicit from the table that employees reported I never work under the threat of losing my job as one of the most potent working condition practices with mean weighted of 4.02 followed by I feel I am able to utilize my talent properly (3.72) and I am provided all necessary facilities to do my job (3.70). The lowest factor perceived by the employees the necessary information systems are in place and accessible for me to get my job done (3.40). The result of the study attributed that working condition practices in the company provides an opportunity to the employees to utilize their own potentials at work with full enthusiasm and zest to discharge the duties.

Table-7. Showing employees perception regarding security and health practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	I am working in a safe and healthy work environment in this company.	3 (2.5%)	3 (2.5%)	21 (17.5%)	75 (62.5%)	18 (15%)	3.85	1
2.	The basic safety training such as first aid has been imparted to me.	9 (7.5%)	27 (22.5%)	42 (35%)	39 (32.5%)	3 (2.5%)	3.00	4
3.	My company gives more attention to the safety and security of its employees.	6 (5%)	15 (12.5%)	18 (15%)	57 (47.5%)	24 (20%)	3.65	2
4.	My job never adds pressure and anxiety to my life.	9 (7.5%)	12 (10%)	33 (27.5%)	57 (47.5%)	9 (7.5%)	3.38	3
	Do you consider overall security and health practices in your organization are discriminatory	12 (10%)	57 (47.5%)	30 (25%)	15 (12.5%)	6 (5%)	2.55	-

The table-7 shows the perception of employees regarding security and health practices in the private telecom sector in K.S.A. It is appeared from the table that 77.5% (N=93) respondents were having opinion in terms of agree and strongly agree towards I am working in a safe and healthy work environment in this company with mean weighted score of 3.85 which has been the highest priority given by the subjects followed by 67.5% (N=81) respondents given opinion in the form of agree and disagree to my company gives more attention to the safety and security of its employees with mean score of 3.65. The least priority were observed in this dimension as the basic safety training such as first aid has been imparted to me with mean weighted score of 3.00. The result indicates that safety and health practices were adequately provided to the employees to work without any fear and dangerousness.

Table-8. Showing employees perception regarding communication practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	Communication is encouraged in this organization.	6 (5%)	6 (5%)	27 (22.5%)	75 (62.5%)	6 (5%)	3.58	1
2.	Senior management communicates well with the rest of the organization.	9 (7.5%)	-	39 (32.5%)	63 (52.5%)	9 (7.5%)	3.52	2
	Do you consider overall communication practices in your organization are discriminatory?	9 (7.5%)	48 (40%)	42 (35%)	9 (7.5%)	12 (10%)	2.72	

The table-8 indicates about the perception of employees towards the communication practices. It is observed that 67.5% (N=81) employee perceived by responding agree & strongly agree to communication is encouraged in this organization with greater mean weighted score 3.58 followed by 60% (N=72) perceived senior management communicates well with the rest of the organization as least important with mean weighted score of 3.52. The result showed that senior officials used to encourage their employees whenever they have new and innovative ideas related to the task or organization which motivates the employees to perform in an efficient way.

Table-9. Showing employees perception regarding co-workers relation practices

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	MWS	Rank
1.	My company has sound employer employee relations.	3 (2.5%)	3 (2.5%)	18 (15%)	75 (62.5%)	21 (17.5%)	3.90	1
2.	The top management gives importance to human resource and treats them humanely.	9 (7.5%)	6 (5%)	24 (20%)	33 (27.5%)	48 (40%)	3.88	2
3.	The company has fairly progressive disciplinary action schedule.	9 (7.5%)	6 (5%)	24 (20%)	81 (67.5%)	-	3.48	4
4.	I know clearly as where to go with my grievances, when occur?	9 (7.5%)	-	15 (12.5%)	18 (15%)	57 (47.5%)	3.55	3
	Do you consider overall co-workers practices in your organization are discriminatory?	24 (20%)	45 (37.5%)	21 (17.5%)	18 (15%)	12 (10%)	2.58	-

It appears from the table-9 that employees perceived HRM practices concerning to co-workers relation practices in the organization. There are four items in this dimension and out of which my company has sound employer

employee relations, was appeared as the highest mean weighted score (3.90) followed by the top management gives importance to human resource and treats them humanely (3.88). It is revealed that telecom sector has conducive work environment to work as a team member and having the good relationship with peers, juniors and superiors.

Table-10. Showing employees perception regarding intention to stay in this company

Sr. No.	Statements	SD 1	D 2	N 3	A 4	SA 5	M WS	Rank
1.	I plan to work in this company for as long as possible.	3 (2.5%)	12 (10%)	24 (20%)	60 (50%)	21 (17.5%)	3.70	2
2.	I will most certainly look for a new job in the near future.	-	33 (27.5%)	30 (25%)	48 (40%)	9 (7.5%)	3.28	4
3.	I plan to stay on this job for the shortest time possible.	12 (10%)	39 (32.5%)	33 (27.5%)	27 (22.5%)	9 (7.5%)	2.85	1
4.	I would hate to quit this job.	3 (2.5%)	9 (7.5%)	30 (25%)	69 (57.5%)	9 (7.5%)	3.60	3
5.	One of the major reasons I continue to work for this company is that another companies may not match the overall benefits I have here.	3 (2.5%)	27 (22.5%)	42 (35%)	30 (25%)	18 (15%)	3.28	4
	Do you consider overall job related issues are discriminatory?	9 (7.5%)	57 (47.5%)	27 (22.5%)	21 (17.5%)	6 (5%)	2.65	-

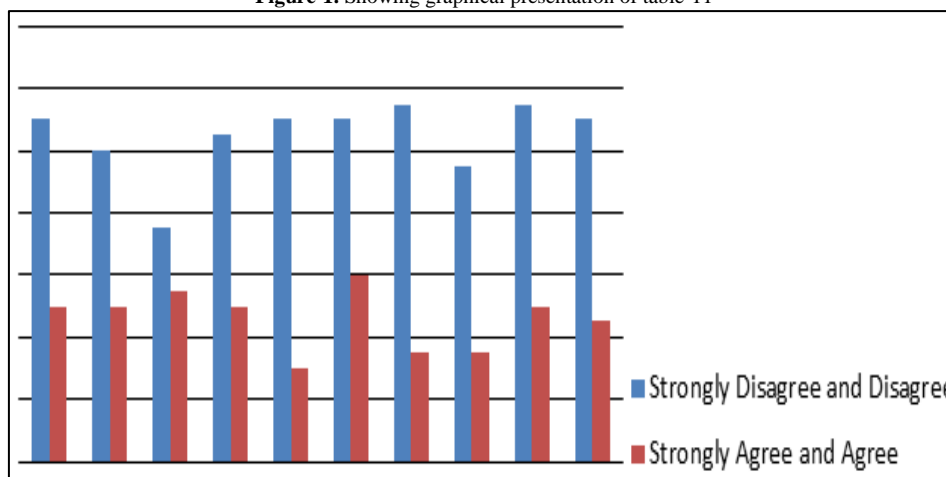
From the table-10 observed that 67.5% (N=81) employee perceived by responding agree & strongly agree to I plan to work in this company for as long as possible with greater mean weighted score 3.70 followed by 65% (N=78) I would hate to quit this job as least important with mean weighted score of 3.60. The result can be interpreted that people in the private telecom sector wants to continue with his job due greater facilities and superior image.

Table-11. Showing employees perception regarding overall discriminatory HRM practices

Sr. No.	Overall Discriminatory Practices	Strongly Disagree and Disagree	Strongly Agree and Agree
1.	Job Analysis	55%	25%
2.	Recruitment and selection	50%	25%
3.	Training and Development	37.50%	27.50%
4.	Performance Appraisal	52.50%	25%
5.	Compensation and Benefits	55%	15%
6.	Working Condition	55%	30%
7.	Security and Health	57.50%	17.50%
8.	Communication	47.50%	17.50%
9.	Co-worker Relation	57.50%	25%
10.	Intension to Stay in the Company	55%	22.50%

The table-11 indicates about the perception of employees towards the overall discriminatory HRM practices. It is observed that 57.5%, employee perceived by responding disagree& strongly disagree to co-worker relation followed by 55% each to job analysis,compensation and benefits, working condition& intension to stay in the company. The result can be interpreted that majority of the people perceived that existence of discriminatory HRM practices are minimal and adequately required fair HRM practices are prevailing in the company. It would be better understood by the figure-1.

Figure-1. Showing graphical presentation of table-11



4. Conclusions

The intention of this investigation was to determine the facets of discriminatory HRM practices existed in the private telecom company situated in the Kingdom. There is no second opinion that various studies has been instigated on HRM practices on the globe but rarely any investigators extended his works towards the understanding of discriminatory HRM practices in the world generally and particularly in the Kingdom. Henceforth, aimed was to probe the characteristics of discriminatory HRM practices employed in the telecom sector especially in the private sector.

In the case of job analysis practices, the overall discriminatory job analysis practice in the organization was found 2.65. It is observed that favoritism, nepotism, casteism, gender biases, region, religion etc. is never promoted for selection in my company perceived by the employees with highest mean weighted score of 3.85. In the training and development practices, employees perceived that I am assigned challenging jobs to charge my enthusiasm and develop my skills observed as one of the most vital factors for training and development practices. The least factor perceived by the employees was my job provides me a safe future. The perception of employees regarding security and health practices in the private telecom sector observed that 67.5% (N=81) employee perceived by responding agree & strongly agree to communication is encouraged in this organization with greater mean weighted score 3.58 followed by 60% (N=72) perceived senior management communicates well with the rest of the organization as least important with mean weighted score of 3.52. Albeit, it is observed that 57.5%, employee perceived by responding disagree & strongly disagree to co-worker relation followed by 55% each to job analysis, compensation and benefits, working condition & intension to stay in the company.

4.1. Suggestions and Limitation of the Study

It is evident from the findings that HRM practices are well planned & adequate but little discriminatory HRM practices are also in place among employees working in the private telecom companies. As we knew that success or failure of the organizations depends on HRM professionals how they are treating their employees. Thereby, it is the responsibility of the higher officials to provide clear job description and specification, amicable working condition, bias free performance appraisal system, well planned security and health system etc at workplace to enhance the efficiency of the employees to perform well. However, this particular study had some limitations but also have avenues for further investigation. The limitation of this study is that only male staffs and smaller sample size were included, which is not showing well representation of population, so there is need to include female employees and larger subjects to make the study more authentic. A further investigation needed to consider other variables with the present variables to conduct study among public and private telecom companies, banks, diary companies etc to know the adequate practices existed in the organization and their consequences.

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