FEW HRD FACTORS INFLUENCING JOB SATISFACTION – A STUDY WITH REFERENCE TO BSNL, THREE DIFFERENT SSAS

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ABSTRACT

The aim of this paper is to study investigates that the few Human Resource Development (HRD) factors influencing Job Satisfaction with special reference to BSNL, three different Secondary Switching Areas (SSA), the names of the SSAs are Trichy, Thanjavur and Madurai SSA. The Appraisal and Reward, Managing People, Industrial Relations and Performance Management are the few HRD factors influencing Job Satisfaction, which are mainly concerned with people at work and with their relationship within the organization. Job Satisfaction using by Job Descriptive Index (JDI) Scale among BSNL employees. The JDI scale included Work, Supervision, Pay, Promotions, and Co-worker. For conducting this research a sample of 300 employees taking in BSNL, three SSAs. To examine the level of HRD Practices associated with Job Satisfaction among BSNL employees. The aim of the study was to explore the impact of HRD Practices on Job Satisfaction. From the study, the researcher found that to sum up the few Human Resource Development factors of BSNL is accepted by its employees.

Key words: Job Satisfaction, Appraisal and Reward, Managing People, Industrial Relations and Performance Management.


INTRODUCTION

During the 1980s due to new technology and other environmental changes, Human Resource Development (HRD) became a major issue. During the 1990s, the overwhelming role of human factor in industry has been realized. Growing awareness about the significance of human side of organisation has led to the development of human resource management as a distinct discipline. Focus on human values and a philosophical approach, are likely to provide this discipline the status of a profession.

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Thus, the human resource function in India has grown through several stages, e.g., labour welfare, industrial relations, labour administration, personnel management and finally to human resource management and human relations and human resource development.

Job satisfaction may be defined as a pleasurable positive emotional state resulting from the appraisal of one’s job or job experiences. It resulting from the perception that one’s job fulfills or allows the fulfillment of one’s important job values providing and to the degree that these values are congruent with one’s needs – observes Locke (1976).

The BSNL Tamil Nadu Telecom Circle office is situated in Chennai as like state Headquarters, it is further divided in to Secondary Switching Areas (SSA) as like Revenue Districts. The BSNL TN Telecom Circle consists of 17 SSAs. The study comprises in three different Secondary Switching Areas (SSA), the names of the SSAs are Trichy, Thanjavur and Madurai SSA. These three SSAs, totally Ten Revenue Districts were covered namely as Trichy, Perambalur, Pudukkotai, Karur, Ariyalur, Thanjavur, Thiruvurur Madurai, Theni and Dindugal Districts.

REVIEW OF LITERATURE

Daisy Ofosuhene Kwenin, Stephen Muathe and Robert Nzulwa(2013) investigate the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. The study surveyed 142 employees from Vodafone Ghana Limited. Data collection was done by means of a semi-structured questionnaire through personal contacts. Data was analyzed with descriptive statistics and Pearson Chi-square. The results showed that when organisations’ reward systems are adequate, it does not only lead to equity, but increase retention.

Madhura Bedarkar, Deepika Pandita(2014) analyze how these drivers impact the level of employee performance and wellbeing at workplace of the employees. Companies have to give their employees the liberty to make their work exciting and creating an environment for having an engaged work life. Employees are the key assets to any organization and if they are not given the right space and time to make a perfect blend of work and fun at workplace, then the sense of disengagement sets in the employees. Organization and employees are both dependent on each other to fulfill their goals and objectives. Employee engagement should be a continuous process of learning, improvement and action. Thus, organizations today should actively look forward to fulfill employee’s expectations and thus, create an impact on the performance of employee, which directly affects the organization’s performance.

Jordan, E., et.al., (2013) showed that some practices which employers had adopted to ensure they were compliant with specific regulations, although these were considered straightforward and had a limited impact on day to day working. These were: Health and safety, Working Time Directive, Agency workers regulation and Sick leave. The extent to which employers had written policies for managing staff varied considerably according to size and sector. Having written documentation was considered best practice by HR managers.

Nibedita Nanda and Jaya Krushna Panda (2013) stated that Industrial Relations environment is the resultant state of interaction amongst composites forces operating within and outside the organizations. The need for looking at Industrial Relations in a broader context has been recognized in academic as well as business circles. While absence of strikes, lockouts, indiscipline, individual and collective grievances and restrictive practices have been attributed to existence of Industrial Relations system in an enterprise, these constituted however the negative indicators of Industrial Relations environment.

Job satisfaction followed by job security, salary and benefits and training. Secure job environment enhances the degree of job satisfaction. Management must create an environment of job security among employees. Apart from job security, management must provide job stability. There should be a challenging environment. The job should provide enough scope for the employees in terms of promotion and transfer (Himani et.al., 2013).

Gopinath. R., & Shibu. N. S., (2014 a&b) confirmed that the HRD practices related entities and its impact towards job satisfaction in BSNL at various workplaces. The BSNL has a clear, fair and well Appraisal and Reward policy, which makes the employees, were highly satisfied Gopinath & Shibu, (2014 c).
OBJECTIVES OF THE STUDY

1. To know the relationship and impact between factors of HRD and Job Satisfaction of employees in the study unit.
2. To know the relationship and impact between factors of HRD with HRD practices among BSNL employees in the study unit.

3. HYPOTHESES OF THE STUDY

The present study tested the following Null hypotheses.

NH-1: There is a no significant difference between Human Resource Development Practices with HRD factors among BSNL employees in the study unit.

NH-2: There is a no significant difference among the factors of Human Resource Development and Job satisfaction among BSNL employees in the study unit.

PERIOD OF THE STUDY

This study covers a period of six months from January to June 2014.

RESEARCH METHODOLOGY

SAMPLE FRAME

For conducting this research a sample of 300 employees in BSNL, Trichy, Thanjavur and Madurai SSAs. Each SSA carried 100 samples by Stratified Proportionate Random Sampling methods.

DATA COLLECTION METHOD

The study depends mainly on the primary data collected through a well-framed and structured questionnaire. This study was carried out through survey method using questionnaires as the main instrument. A likert scale format with 5 choices per item is used ranging from “strongly agree” to “strongly disagree”.

STATISTICAL TOOLS

The validity and reliability of the questionnaires were measured. The internal consistencies of scale were assessed through computing Cronbach’s Test. The questionnaire shows the reliability value is 0.9. Implication from these values indicates that all of the items used for each component in the questionnaire have a high and consistent reliability values. Correlation & Regression were used in this study.

LIMITATIONS OF THE STUDY

The outcome of the study will be applicable only to these respondents. Further, it cannot be stated that the inferences are universal to the entire BSNL.

STATEMENT OF PROBLEM

- BSNL has different level of cadres and also Job Satisfaction is varying at different levels. Job Satisfaction of the employees dependent on various factors. This factor has to be developed with needs to be studied further.
- HRD Practices are varies at different levels in BSNL, because it is a Government concern. BSNL has High level of stress and different age factor changes in organisation, so the needs to further study.
THEORETICAL FRAMEWORK OF THE STUDY

![Research Conceptual framework](image)

Figure 1 Research Conceptual framework

This conceptual framework explains that Job Satisfaction among BSNL employees is influenced by appraisal reward, managing people, industrial relations and performance Management. The dependent variable in this research is Job Satisfaction. The independent variables are appraisal reward, managing people, industrial relations and performance Management. Job Satisfaction using by Job Descriptive Index (JDI) Scale [Smith, et al. (1969)] among the employees of the study unit. The JDI scale included Work, Supervision, Pay, Promotions, and Co-worker.

FINDINGS

NH-1: There is a no significant difference between Human Resource Development Practices with HRD factors among BSNL employees in the study unit.

Table 1 Pearson Correlation Analysis

<table>
<thead>
<tr>
<th>Items</th>
<th>Appraisal Reward</th>
<th>Managing People</th>
<th>Industrial Relations</th>
<th>Performance Management</th>
<th>HRD Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal Reward</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing People</td>
<td>0.430**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industrial Relations</td>
<td>0.341**</td>
<td>0.267**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Management</td>
<td>0.650**</td>
<td>0.570**</td>
<td>0.490*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>HRD Practices</td>
<td>0.680**</td>
<td>0.590**</td>
<td>0.585**</td>
<td>0.705**</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Primary data. ** Correlation is significant at the 0.01 level (2-tailed). &
* Correlation is significant at the 0.05 level.

NH-2: There is a no significant difference among the factors of Human Resource Development and Job satisfaction among BSNL employees in the study unit.
Table 2 Analysis of Linear Regression between factors of Human Resource Development towards Job satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.525</td>
<td>0.275</td>
<td>0.222</td>
<td>3.390</td>
<td>2 247 0.000</td>
<td>1.232</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Appraisal Reward, Managing People, Industrial Relations, Performance Management.
Dependent Variable: Job Satisfaction

Source: Primary data

Table 3 Analysis of Linear Regression

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>β</th>
<th>Beta (β)</th>
<th>t</th>
<th>Sig.-t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal Reward</td>
<td>0.198</td>
<td>0.546</td>
<td>5.069</td>
<td>&lt;0.001**</td>
</tr>
<tr>
<td>Managing People</td>
<td>0.118</td>
<td>0.286</td>
<td>7.089</td>
<td>&lt;0.001**</td>
</tr>
<tr>
<td>Industrial Relations</td>
<td>0.240</td>
<td>0.584</td>
<td>12.010</td>
<td>&lt;0.001**</td>
</tr>
<tr>
<td>Performance Management</td>
<td>0.354</td>
<td>0.486</td>
<td>9.078</td>
<td>&lt;0.001**</td>
</tr>
</tbody>
</table>

Source: Primary data **significant at the 1% level,

FINDINGS AND CONCLUSIONS

As shown in table-1, correlation analysis reveals that the HRD factors associated with HRD practices in among BSNL Trichy SSA, Thanjavur SSA and Madurai SSA. HRD factors such as Performance Management, Managing people, Appraisal Reward, Industrial Relations. Performance Management factor is highly influencing to HRD practices and Appraisal & Reward also. From the results there is a significant difference between Human Resource Development Practices with HRD factors among BSNL employees in the study unit. So Null hypothesis is rejected.

As shown in the table no.2 and 3, the multiple linear regression analysis shows that the independent factor which is Performance Management, Managing people, Appraisal Reward, Industrial Relations are the indicator with correlation of Job Satisfaction. The value of $R^2 = 0.275$ and P value significant at 1% level. From the Multiple Linear regression analysis, based on contribution of independent factors, the null hypotheses rejected.

The task of acquiring sound and credible employees belongs to the Human Resources Development Practices influencing Job satisfaction. Since, HRD Practices is a known field under the concept of management, it is expected that several theories, models and tools have been developed to promote its manifestations. In an increasingly competitive organization are largely dependent on their employees for success. The aim of the study was to explore the impact of HRD Practices on Job Satisfaction. From the study, the researcher found that to sum up the overall Human Resource Development practices of BSNL is accepted by its employees.
REFERENCES


