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Research Paper HRM

A Study on HRD Practices and its Impact Towards Job Satisfaction in BSNL, Three Different SSAs

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ABSTRACT

The aim of this paper is to study investigates that the Human Resource Development (HRD) Practices 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 human resource management is a function which is mainly concerned with people at work and with their relationship within the organization. The human resource management function has emerged as one of the most important areas of organizational practice. 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. Job satisfaction may be defined as a pleasurable positive emotional state resulting from the appraisal of one's job or job experiences. 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. Some important implications for future research are also derived from the study.

KEYWORDS : Job Satisfaction, HRD Practices, Human Resource Management.

INTRODUCTION

In India, the origin of human resource management can be traced in the 1970s, concern for welfare shifted towards higher efficiency, a change in professional values of human resource managers was visible. 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. 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. HRM has come a long way from being just a support, hygiene related function to a strategic function.

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 fulfils 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, Thiruvarur Madurai, Theni and Dindugal Districts.

REVIEW OF LITERATURE

Research into the role and effect of HRD Practices and its Relationship with Job Satisfaction in organizations is opening up a new and exciting area of study.

Appelbaum, (2002) noted that human resource practices adopted as part of a high-performance work system were not mainly premeditated to increase job satisfaction, in practice, they might or might not have such effect. It might be the case that human resource practices impact on job satisfaction such as satisfaction with sense of achievement or satisfaction with salary. Hence, future research is required to assess the actual effects of human resource practices on individual's job satisfaction and overall job satisfaction.

Financially healthy organizations are likely to be those which are successful in maintaining and retaining a workforce characterized by good physical, psychological, and mental health. This impact on employee health and well-being, and so determine the financial health and profitability of the organization. It also addresses the efficacy of various intervention strategies in reducing employee stress, and their implications for organizational practices and human resource policies. **(Cooper *et. al.,* 1994).**

The studies also showed that majority of the respondents were not happy with their pay as compared with others in similar jobs in other companies. More importantly, findings indicated that majority of the respondents were not happy about the recognition they get from the work they do. Thus, the higher the rewards perceived by workers, the greater the satisfaction of workers to organizational policies and practices leading to greater productivity as a result of employee performance. Based on this, future studies could explore several areas of research that can make more valuable contributions to Job satisfaction and employee rewards systems in different sectors including manufacturing, finance, and the public sectors **(Shagufta *et. al.,* 2013)**.

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)**.

Empirical review showed that in order for organizations to do a better work in retaining employees they should understand the factors that motivate employees to stay and to facilitate measures in keeping valuable employees because of the huge cost associated with employee turnover. The results showed that when organisations' reward systems are adequate, it does not only lead to equity, but increase retention. The findings again showed that job satisfaction and favorable human resource policies have positive link with retention. The study also recommends that future research be directed towards investigating how variables like work/life balance, organizational commitment, supervisor support, and work environment can influence employee retention and to expand the scope to cover other telecommunication industries **(Dai-**

sy *et. al.*, 2013).

This research explored thatthe Human Resource Development Practicesinfluencing Job Satisfaction with special reference to BSNL, Trichy SSA.This study examined that the BSNL has a transparent, quick widely accepted Promotion and Transfer policy, which makes the employees, were highly satisfied. The BSNL has a clear, fair and well Appraisal and Reward policy, which makes the employees, were highly satisfied **Gopinath & Shibu, (2014).**

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.

OBJECTIVES OF THE STUDY

1. To know the relationship and impact between HRD Practices and Job Satisfaction of employees in the study unit.
2. To know the level of job satisfaction among BSNL employees in the study unit.

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 Human Resource Development Practices and Job satisfaction among BSNL employees in the study unit.

PERIOD OF THE STUDY

This study covers a period of four 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 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 and t-test 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.

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 No.-1 Correlation Analysis and Rank for HRD practices in Three SSAs

SSAs	Item	Factors	P-value	Rank
Trichy	HRD Practices	Employee Health and Safety	0.376**	8
		Performance Management	0.610**	5
		Managing People	0.444**	7
		Training and Development	0.679**	2
		Appraisal and Reward	0.649**	4
		Promotion and Transfer	0.364**	9
		Compensation Management and Welfare Measure	0.537**	6
		Industrial Relations	0.778**	1
		Recruitment and Selection	0.664**	3
Thanjavur	HRD Practices	Employee Health and Safety	0.523**	7
		Performance Management	0.634**	5
		Managing People	0.483**	8
		Training and Development	0.712**	3
		Appraisal and Reward	0.684**	4
		Promotion and Transfer	0.415**	9
		Compensation Management and Welfare Measure	0.596**	6
		Industrial Relations	0.894**	1
		Recruitment and Selection	0.769**	2
Madurai	HRD Practices	Employee Health and Safety	0.413**	8
		Performance Management	0.629**	5
		Managing People	0.513**	7
		Training and Development	0.734**	2
		Appraisal and Reward	0.658**	4
		Promotion and Transfer	0.385**	9
		Compensation Management and Welfare Measure	0.587**	6
		Industrial Relations	0.879**	1
		Recruitment and Selection	0.691**	3

Source: Primary Data ** Significant at 1% level,

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

Table No. 2. t – Test

SSAs.	Item	Mean	Std. Deviation	t-Value	P-Value
Trichy	HRD Practices – Job Satisfaction	361.390	40.737	88.713	<0.001**
Thanjavur	HRD Practices – Job Satisfaction	374.938	41.846	93.735	< 0.001**
Madurai	HRD Practices – Job Satisfaction	364.390	42.935	91.277	< 0.001**

Source: Primary Data ** Significant at 1% level,

Table -3.Level of Job Satisfaction of Employees in BSNL, Trichy, Thanjavur & Madurai SSAs

Job Satisfaction	Trichy		Thanjavur		Madurai	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Low Level	1	1.0	4	4.0	2	2.0
Moderate Level	54	54.0	54	54.0	53	53.0
High Level	45	45.0	42	42.0	45	45.0
Total	100	100.0	100	100.0	100	100.0

Source: Primary Data

ANALYSIS AND DISCUSSION OF RESULTS:

- **Correlation analysis and Rank**

As shown in the table-1, reveals that the Human Resource Development factors associated with Human Resource Development Practices in rank by using correlation analysis among BSNL, Trichy SSA, Thanjavur SSA and Madurai SSA. P - Values are significant at 1% level.

- **t-Test**

As shown in the Table- 2 shows the mean, S.D. score, t-value and P-value of "t"-test between the Human Resource Development Practices and Job satisfaction of three SSAs. P - Values are significant at 1% level.

- **Levels of Job Satisfaction**

As shown in the table-3,Level of Job Satisfaction of Employees in Trichy SSA. Only 1% employee have low level in Job satisfaction, 54% Employees having moderate level of Job Satisfaction and 45% Employees having their Job Satisfaction in high level to the organisation. Level of Job Satisfaction of Employees in Thanjavur SSA. 4% employees have low level in Job satisfaction, 54% Employees having moderate level of Job Satisfaction and 42% Employees having their Job Satisfaction in high level to the organisation. Level of Job Satisfaction of Employees in Madurai SSAs. Only 2% employees have low level in Job satisfaction, 53% Employees having moderate level of Job Satisfaction and 45% Employees having their Job Satisfaction in high level to the organisation.

FINDINGS AND CONCLUSION

As shown in table-1, correlation analysis reveals that the HRD factors associated with HRD practices in rank among BSNL Trichy SSA, Thanjavur SSA and Madurai SSA. HRD factors such as Employee health & safety, Performance Management, Managing people, Training & Development, Appraisal & Reward, Promotion & Transfer, Compensation management & Welfare Measurement, Industrial Relations, Recruitment & Selection. Industrial relation factor is highly influencing to HRD practices commonly in three SSAs. Training & Development, Recruitment & Selection factors influencing to HRD practices in Trichy SSA, Madurai SSA by using rank method. Appraisal &Reward factor influencing to HRD practices commonly in three SSAs. 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.

The results from table-2, in three SSAs there is no significant difference between among the Human Resource Development Practices and Job satisfaction among BSNL employees in the study unit. So Null hypothesis is accepted.

The results from table-3, 54% Employees having moderate level of Job Satisfaction among the BSNL, Trichy SSA and Thanjavur SSA.45% Employees having their Job Satisfaction in high level to the BSNL, Trichy SSA and Madurai SSA.

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. This is widely seeing in through moderate level of Job Satisfaction. But nearly 50% of Employees having their Job Satisfaction in high level.

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