



## A Study on Training and Development in Bsnl With Special Reference To Job Satisfaction in Three Different Ssas Using Modeling

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### ABSTRACT

*The present study investigate that the Training and Development influencing Job Satisfaction with special reference to BSNL in three different SSA(Secondary Switching Area)s namely Trichy, Thanjavur and Madurai SSA using SEM Modeling.. The Training and Development is a one of the functions of human resource management which is mainly concerned with people at work and with their relationship within the organization. Training and development policy of the organisation are considered to be one of the essential determinants of effectiveness of the human resource management. The Training and development programmes deficiencies in employees. Training makes the employees versatile in operations. All rounder can be transferred to any job. Flexibility is therefore ensured. Growth indicates prosperity, which is reflected in increased profits from year to year. To examine the level of Training and Development associated with Job Satisfaction using by Job Descriptive Index (JDI) Scale among BSNL employees. The JDI scale included Work, Supervision, Pay, Promotions, and Co-worker. Job satisfaction is an emotional affective personal response as a result of his 'estimation of the degree to which some fact of job reality is congruent or incongruent with his values' according to (Ejiogu, 1985). It is therefore important to have a good understanding of an individual's total personality and value system in order to understand and describe his job satisfaction. Some important implications for future research are also derived from the study.*

**KEYWORDS :** Training and Development, Job Satisfaction, Organisation.

### INTRODUCTION:

Job satisfaction is an emotional affective personal response as a result of his 'estimation of the degree to which some fact of job reality is congruent or incongruent with his values' according to (Ejiogu, 1985). It is therefore important to have a good understanding of an individual's total personality and value system in order to understand and describe his job satisfaction.

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).

Training and development policy of the organisation are considered to be one of the essential determinants of effectiveness of the human resource management. Training and development programmes deficiencies in employees. This is particularly true when;

The deficiency is caused by a lack of ability rather than a lack motivation to perform.

The individuals involved have the aptitude and motivation need to learn to do the job better.

Supervisors and peers are supportive of the desired behaviours. There is greater stability, flexibility and capacity for growth in an organisation.

Training makes the employees versatile in operations. All rounder can be transferred to any job. Flexibility is therefore ensured. Growth indicates prosperity, which is reflected in increased profits from year to year. Accidents, scrap and damage to machinery and equipment can be avoided or minimized through training. Even dissatisfaction, complaints, absenteeism and turnover can be reduced if employees are trained well. Future needs of employees will be met through training and development programmes. Organisations take fresh diploma holders or graduates as apprentices or management trainees. They are absorbed after course completion. Training serves as an effective source of recruitment.

BSNL is the only service provider, making focused efforts & planned initiatives to bridge the rural-urban digital divide in ICT sector. In fact there is no telecom operator in the country to beat its reach with its wide network giving services in every nook & corner of the country & operates across India except New Delhi & Mumbai. Whether it is inaccessible areas of Siachen glacier or North-Eastern regions of the country, BSNL serves its customers with a wide bouquet of telecom services namely Wireline, CDMA mobile, GSM mobile, Internet, Broadband, Carrier service, MPLS-VPN, VSAT, VoIP, IN Services, FTTH, etc.

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 names of the SSAs are Coimbatore, Cuddalore, Dharmapuri, Erode, Karaikudi, Kumbakonam, Madurai, Nagercoil, Nilgiris, Pondyicherry, Salem, Thanjavur, Tirunelveli, Trichy, Tuticorin, Vellore, and Virudhunagar SSA. The study comprises in Trichy SSA, five Revenue Districts were covered namely Trichirappalli, Ariyalur, Pudukkottai, Karur and Perambalur Districts.

### REVIEW OF LITERATURE

Bernardin and Russel (1993) opined that over the years, training has become increasingly popular as HR tool for improving employee and managerial performance in organization. It has been estimated that majority of organizations provide some type of formal training and spend millions of dollars doing so.

Aminuddin (2008) defined the development is those learning activities designed to help the individual employee grow but which are not confined to a particular job. It involves learning that goes beyond today's job and has more long term focus. Again it prepares employees to keep pace with the organization as it changes and grows.

Daniel et al., (2012) revealed to determine the perceptions of the HR function among professionals in Ghanaian organizations. The study employed a survey methodology using both qualitative and quantitative methods in the analysis of data collected from three hundred (300) respondents. A perception index was developed to measure the respondents' perceived relevance of the HR function in their organizations. The results from the study revealed that respondents ranked the recruitment of qualified personnel; training and development; and the retention of qualified staff as the most important functions of HRM.

Tabea et al., (2014) reveals that the moderating role of work contracts on the relationship between human resource management (HRM) and the self-reported performance of 1,311 permanent and 924 temporary employees across three sectors was studied using a multilevel design in 103 organizations in three European countries. The HR practice examined was training and its allocation to the different workforce groups. The relationship between training for permanent employees and performance was moderated by work contract as well as country. In the Spanish sample, the performance of temporary employees was more negatively related to training for permanent employees as compared to the Dutch and the Swedish sample. Unexpectedly, in the Dutch sample, training provision was negatively related to the workforce group it was provided for. It is the temporary employees that seemed to be the cause of the interactions, underlining the call for special treatment of this workforce.

Md. Farid et al., (2014) stated that continuing education and training programmes are essential considerations to enrich their careers and excel their development. Banking activities and knowledge is ever changing. In order to cope up with these changes and to develop employees' careers all banks established their own training institute. Those institutes organized different types of training and development programmes based on the employees need. On the job training is a very effective mechanism for the proper orientation of new employees. Form the collected data on various employees; it is found that they are introduced to their new job by maintaining the organizational policy.

**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. BSNL has High level of stress and different age factor changes in organisation, so the needs to further study.

**FORMULATION OF HYPOTHESIS**

Based on the review of literature, the following null hypotheses were formulated to meet the research questions of the study:

H1 : Training and Development has a positive impact on job satisfaction in terms of work.

H2 : Training and Development has a positive impact on job satisfaction in terms of supervision.

H3 : Training and Development has a positive impact on job satisfaction in terms of pay.

H4 : Training and Development has a positive impact on job satisfaction in terms of promotion.

H5 : Training and Development has a positive impact on job satisfac-

tion in terms of co-workers.

**PERIOD OF THE STUDY**

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

**RESEARCH METHODOLOGY**

**SAMPLE FRAME**

The universe of the study is 4640 employees of BSNL which consists of executives & non-executives, technical & non-technical cadres and both gender of three SSA's namely Trichy, Thanjavur and Madurai. Of the universe a sample size of 928 respondents (Exactly 20%) were selected by Stratified Proportionate Random Sampling Method.

**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. Impact to Job Satisfaction using Job Descriptive Index (JDI) Scale by Smith, et. al. (1969) among the employees of the study unit. The JDI scale included Work, Supervision, Pay, Promotion, and Co-worker.

**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. CFA model and path model in Amos were used for 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. But adequate caution is taken to make the study more objective and empirical.

**FINDINGS**

**Table No. 1 Results of Measurement Model -- Training & Development and Job Satisfaction**

Regression Weights			Standardized Loadings	Standard Error	t-value	P< .001	CR	AVE
TD7	<---	Training & Development	.895	-	-.a	-	0.826	0.614
TD8	<---	Training & Development	.850	.027	35.756	0.001		
TD4	<---	Training & Development	.737	.026	27.581	0.001		
TD3	<---	Training & Development	.747	.028	28.224	0.001		
TD9	<---	Training & Development	.744	.028	27.514	0.001		
TD1	<---	Training & Development	.810	.029	32.562	0.001		
W3	<---	Work	.591	-	-.a	-	0.834	0.631
W4	<---	Work	.657	.093	12.514	0.001		
W6	<---	Work	.691	.072	9.018	0.001		
S2	<---	Supervision	.564	-	-.a	-	0.881	0.653
S3	<---	Supervision	.544	.109	11.090	0.001		
S5	<---	Supervision	.678	.139	12.308	0.001		
PY1	<---	Pay	.561	-	-.a	-	0.875	0.640
PY3	<---	Pay	.631	.080	14.120	0.001		
PY6	<---	Pay	.460	.068	11.277	0.001		
PR4	<---	Promotion	.783	-	-.a	-	0.870	0.692
PR3	<---	Promotion	.789	.041	25.530	0.001		
PR2	<---	Promotion	.778	.036	25.101	0.001		
CW3	<---	Co-Workers	.707	-	-.a	-	0.720	0.563
CW1	<---	Co-Workers	.701	.198	10.425	0.001		
CW4	<---	Co-Workers	.616	.104	7.789	0.001		

-a Indicates a parameter fixed at 1.0 in the measurement model. Source: Primary Data

The measurement model of 'training & development and job satisfaction' showed that all the items loaded highly on their corresponding factors, confirming the unidimensionality of the constructs and providing strong empirical evidence of their validity. The resulting measurement model was  $\chi^2 (168) = 628.261, p = .000, GFI = .938, AGFI = .915, NFI = .928, CFI = .946, TLI = .933, IFI = .946, RMSEA = .054$  and  $RMR = .042$ , which indicated a good fit. The t-values for the loadings were high, demonstrating adequate convergent validity.

**Table No.2. Results of Model Fit for Measurement Model – Training & Development and Job Satisfaction**

Fit indices	Acceptable Levels
$\chi^2_{(168)} = 628.261$	
CMIN ( $\chi^2/df = 3.8076 (p < .000)$ )	Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement
GFI = .938	More than 0.90
AGFI = .915	More than 0.90
CFI = .946	More than 0.95
TLI = .933	More than 0.90
NFI = .928	More than 0.90
IFI = .946	More than 0.90
RMR = .042	Less than 0.050
RMSEA = .054	Less than 0.080

Source: Primary Data

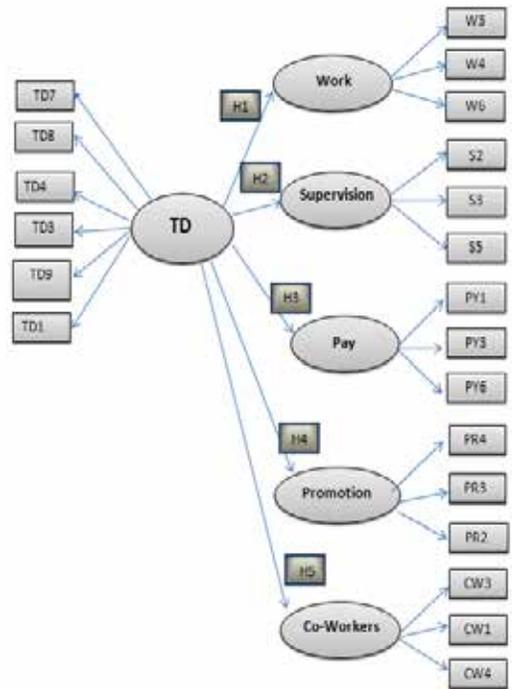
**Table No. 3. Results of Path Model – Training & Development and Job Satisfaction**

Regression Weights		Standardized Loadings	Standard Error	t-value	P < .001	
Work	<---	Training & Development	.547	.016	6.885	0.001
Supervision	<---	Training & Development	.556	.016	8.696	0.001
Pay	<---	Training & Development	.567	.017	9.214	0.001
Promotion	<---	Training & Development	.957	.029	28.033	0.001
Co-Workers	<---	Training & Development	.682	.017	3.890	0.001

Source: Primary Data

The results of structural model analysis showed that as hypothesized, training & development (t-value = 6.885, p = .000) had positive and significant relationship with work and therefore H6 was supported. The model revealed a positive and significant effect of training & development (t-value = 8.696, p = .000) on supervision and therefore H7 was supported. Training & Development (t-value = 9.214, p = .000) had strong influence on pay, thereby H8 was supported. Significant and positive effect of training & development (t-value = 28.033, p = .000) on promotion supported H9. Training & Development (t-value = 3.890, p = .000) was significantly related to co-workers. Hence, support was found for H10. Table 4.7.2.4 lists the hypotheses results.

**Structural Model of Training and Development and Job Satisfaction**



**Table No. 4. Hypothesis Results**

Hypothesis	Relationship	Supported/Not supported
H <sub>1</sub>	Training & Development-Work	Supported
H <sub>2</sub>	Training & Development – Supervision	Supported
H <sub>3</sub>	Training & Development-Pay	Supported
H <sub>4</sub>	Training & Development-Promotion	Supported
H <sub>5</sub>	Training & Development – Co-Workers	Supported

**DISCUSSIONS**

**1) Job Satisfaction with regard to Work**

It is also found that the training and development also has significant effect on job satisfaction with regard to work. It shows that the training provided by the organisation facilitate the employees to complete the work assignment effectively.

**2) Job Satisfaction with regard to Supervision**

It is also found that the training and development also has significant effect on job satisfaction with regard to supervision. It shows that the training provided by the organisation facilitate the employees to complete the supervision assignment effectively.

**3) Job Satisfaction with regard to Pay**

It is also found that the training and development also has significant effect on job satisfaction with regard to pay. It shows that the training and development program motivates the employees to show better performance and encourage them to enjoy pay satisfaction.

**4) Job Satisfaction with regard to Promotion**

It is also found that the training and development also has significant effect on job satisfaction with regard to promotion. It shows that there will be a better scope for promotion as a result of effective training and development program.

**5) Job Satisfaction with regard to Co-Workers**

It is also found that the training and development also has significant effect on job satisfaction with regard to co-workers. It shows that the employees (co-workers) are given equal opportunity to attend the training program. It implies that all the employees have got equal chance to develop the career profile.

## CONCLUSION

This research study made an effect to analysis the impact of job satisfaction on training and development of the BSNL employees. The job satisfaction of BSNL employee was evaluate by using work, supervision, pay, promotion and co worker in JDI scale. The researcher concluded based on the analysis and discussion, BSNL has providing adequately and necessary training and development to the employees, which makes the employees, were highly satisfied. Training and development practices are very good in BSNL, especially at non-managerial level.

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