



## A Study on Performance Management, Managing People and Industrial Relations Influencing Job Satisfaction in BSNL, Thanjavur SSA

### KEYWORDS

Job Satisfaction, Performance Management, Managing People, Industrial Relations.

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### ABSTRACT

The present study investigates that the Performance Management, Managing People and Industrial Relations and its impact towards Job Satisfaction with special reference to BSNL, Thanjavur Secondary Switching Area (SSA). Performance Management is the Continuous Process of Identifying, Measuring and Developing. The performance of individuals and teams are Aligning performance with Strategic Goals of the organization. Managing people working as individuals and in groups. To discuss key issues of team working including composition, cohesiveness and communications. Industrial relations refer to the relationship between employees and employers. Organization thus will be in a position to enjoy the talents of people as job satisfaction fosters a pervasive residue of public goodwill towards the organization. Job satisfaction is the favourableness or unfavourableness with which employees view their work. It expresses the extent of match between the employee's expectations of the job and the rewards that the job provides. To examine the level of Performance Management, Managing People and Industrial Relations 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. The current research study attempts to find the association among job related behavior of employees (i.e.) factors of job satisfaction and an effective attitude towards the overall job related dimensions. For conducting this research a sample of 100 employees in BSNL, Thanjavur SSA.

### INTRODUCTION

Performance Management is defined as 'Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged from the results' (Brumbach, 1988).

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. Performance Management is the Continuous Process of Identifying, Measuring and Developing. The performance of individuals and teams are Aligning performance with Strategic Goals of the organization.

Managing people is to understand the business case for people management and to Provide a near-term path for moving forward. Its particular resources are special, and are ultimately the most important assets. People are the only real source of continuing competitive advantage.

Industrial Relation is the relationship which exists between employers and employees. It is most important that this relationship is good. The importance of Good IR reduces the industrial disputes, at a same time it's improve the morale of the employees. Employees work with the great zeal. The main object of Industrial Relation is a complete mental revolution of workers and employees. Everyone who derives an income through work or who becomes involved in the organisation and management of employees at work is immersed in the practice of industrial relations. The overall quality of the employment relationship and changes in industrial relations can have an important effect on the overall performance of an organisation.

Job satisfaction spreads goodwill about the organizations from the point of view of an organization. People who feel positively about their work life are more apt to voice favorable sentiments about the organization to the community at large. When the goodwill of the organization goes up, new,

qualified and dynamic entrants show their interest in joining organization. It results when there is congruence between job requirements and wants and expectations of employees.

Job satisfaction may be defined as a pleasurable positive emotional state resulting from the appraisal of ones 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 as like Revenue Districts. The BSNL TN Telecom Circle consists of 17 SSAs, the names of the SSAs are Coimbatore, Cuddalore, Dharmapuri, Erode, Karai-kudi, Kumbakonam, Madurai, Nagercoil, Nilgiris, Pondy-cherry, Salem, Thanjavur, Tirunelveli, Trichy, Tuticorin, Vellore, and Virudhunagar SSA. The study comprises in Thanjavur SSA, the two Revenue Districts were covered namely Thanjavur, and Thiruvarur Districts.

### REVIEW OF LITERATURE

Performance management is a tool which focuses on managing the individual and work environment in such a manner that an individual/team can achieve set organizational goals. It is a relatively new concept in human resource management. The paper gives a perspective of the public sector in Nigeria and presents the performance management system as one such tool that can enhance the performance of the public executing agencies (Bassey et al.,2009).

All the management decisions and actions that directly affect or influence people as members of the organisation rather than as job-holders. In other words, people management is not executive management of individuals and their jobs. Management of specific tasks and responsibilities is the concern of the employee's immediate supervisor or manager – that is, the person to whom his or her performance is accountable.

The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable

attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

The Employee attitudes typically reflect the moral of the company. Every Organization should develop strategies that strengthen the work environment and increase the employee's morale and satisfaction to enhance employee performance and productivity. Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. A good work environment and conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance (Jitendra et al.,2013).

The variables of quality of work life studied include compensation, encouragement of human relations and competency development, working condition, workers participation in management decision, grievance and occupational stress. The article concludes that high degree of association between job satisfaction and certain quality of work life constructs(Rajesh et al.,2013).

The effect of the study, indicated that employees are uncertain about the following job satisfaction components: company policies and practices, remuneration, promotion, security, acknowledge for good performance, status, supervisor skills, working conditions, equipment and facilities. Colored and black employees in particular were found to be less satisfied on the way their bosses handled personnel matters was discussed by Markham et al., (2008).

**OBJECTIVE OF THE STUDY**

- 1 To know the demographic profile of employees working in BSNL, Thanjavur SSA.
- 2 To know the level of job satisfaction among employees working in BSNL, Thanjavur SSA.
- 3 To examine the level Performance Management, Managing People and Industrial Relations and its impact towards Job Satisfaction with special reference to BSNL, Thanjavur SSA.
- 4 To know the factors of job satisfaction and how they influence them.

**RESEARCH METHODOLOGY**

The methodology of the study is based on the primary data as well as secondary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. For conducting this research a sample of 100 employees in BSNL, Thanjavur SSA. A pilot study was carried out to revise the questionnaires and for item analysis. The validity and reliability of the questionnaires were measured. The internal consistencies of scale were assessed through computing Cronbach's Alpha. The questionnaire shows the reliability value ranging from 0.7 to 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. Performance Management, Managing People and Industrial Relations and its impact towards 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.

**RESULTS AND DISCUSSION**

As shown in below Table- 1, the distribution of the study subjects and descriptive statistics according to their age, cadre, educational qualification, nature of job, monthly income & years of service were demonstrated.

**Table -1: Distribution of study subjects and Descriptive Statistics (N=100)**

Sl. No.	Charac-teristics	Groups	Fre-quency	Per-cent-age	Mean	S.D
1	Age Groups	25-34	8	8	3.14	0.926
		35-44	38	38		
		45-54	35	35		
		Above 55	19	19		
2	Cadre	Executive	47	47	1.98	0.518
		Non Ex-ecutive	53	53		
3	Gender	Male	56	56	1.72	0.491
		Female	44	44		
4	Educa-tion quali-fi-cation	Diploma	9	9	3.19	0.815
		Graduate (Technical)	30	30		
		Graduate (Non Tech-nical)	45	45		
		Post Graduate	16	16		
5	Nature of Job	Technical	61	61	1.95	0.519
		Non Tech-nical	39	39		
6	Years of Service	0-10	9	9	2.93	0.879
		Nov-20	38	38		
		21-30	40	40		
		More than 30	13	13		
7	Month-ly Income	35001-50000	56	56	2.43	0.612
		50001-70000	38	38		
		More than 70000	6	6		

Source: Primary Data

**Table - 2. Paired Samples t-Test**

Factors	Mean	Std. Devi-ation	t-Value	Sig. (2-tailed)
Pair -1 Performance Man-agement – Job Satisfaction	71.135	6.913	110.173	0.001**
Pair-2 Managing People -Job Satisfaction	54.826	5.998	87.986	0.001**
Pair-2 Industrial Relations -Job Satisfaction	51.394	6.425	88.597	0.001**

Source: Primary Data

\*\* Significant at 1% level,

Table-2 shows the mean, S.D. score, t-value and Sig. (2-tailed) value by the rotation of Paired sample t-test. It reveals that the Performance Management, Managing People and Industrial Relations and its impact towards Job satisfaction.

**Hypothesis-1:**

There exists a significant difference among the Performance Management, Managing People and Industrial Relations and Job satisfaction.

Based on paired sample t – test, there is no significant difference between the Performance Management, Managing People and Industrial Relations influencing Job satisfaction at 1% of level. Therefore, the null hypothesis is accepted. Hence, it is concluded that there is a positive relationship exists between Performance Management, Managing People and Industrial Relations and Job satisfaction in BSNL, Thanjavur SSA. There is significant association between Performance Management, Managing People and Industrial Relations of BSNL with Job satisfaction of employees.

**Table -3: Correlation Analysis and Rank**

Item	Factors	P -Value	Rank
Job Satisfaction	Performance Management	0.912**	1
	Managing People	0.834**	2
	Industrial Relations	0.819**	3

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

As shown in the above table-3, reveals that the Performance Management, Managing People and Industrial Relations with Job Satisfaction in rank by using correlation analysis. P-Values are significant at 1% level. Based on the P-value in the above table the Performance Management is highly influencing in Job Satisfaction.

**Table-4. Pearson Correlation Matrix for Job Satisfaction factors**

Factors	Work	Supervision	Pay	Promotions	Co-Workers	Over all Job Satisfaction
Work	1.000					
Supervision	0.812**	1.000				
Pay	0.467**	0.438**	1.000			
Promotions	0.392*	0.371**	0.362*	1.000		
Co-Workers	0.899**	0.758**	0.461**	0.359**	1.000	
Over all Job Satisfaction	0.863**	0.892**	0.727**	0.713*	0.892**	1.000

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

Using the above table-4, the inter correlation are tested with the following Null Hypothesis.

**Hypothesis-2:**

There exists a correlation significant difference between Job Satisfaction factors and overall Job satisfaction of the BSNL employees.

Based on the Pearson Correlation Matrix table reveals that, there is no correlation significant difference between the Job Satisfaction factors and overall Job satisfaction of the BSNL employees at 1% of level and except the factor of Promotion and work was significant at 5% of level. Therefore, the null hypothesis is accepted. Hence, it is concluded that there is significantly related between Job Satisfaction factors of BSNL with overall Job satisfaction of employees.

**Table-5: Level of Job Satisfaction of Employees in BSNL, Thanjavur SSA**

Job Satisfaction	Frequency	Percent
Low Level	2	2.0
Moderate Level	59	59.0
High Level	39	39.0
Total	100	100.0

Source: Primary Data

As shown in above table-5, Level of Job Satisfaction of Employees in BSNL. Only 2% employees have low level in Job satisfaction, 59% Employees having moderate level of Job Satisfaction and 39% Employees having their Job Satisfaction in high level to the organisation.

**FINDINGS AND CONCLUSION**

This study reveals that Performance Management, Managing People and Industrial Relations Influencing Job Satisfaction in BSNL, Thanjavur SSA. It shows that, there is significant association between Performance Management, Managing People and Industrial Relations of BSNL with Job satisfaction of employees.

Because, the BSNL has a fair, well and good Performance Management system for its employees, which is highly accepted through Job satisfaction. The BSNL follows good techniques of Managing people, which makes the employees were highly satisfied in doing their jobs. The BSNL has a clear and vibrant Industrial Relation policy, which makes the employees were highly satisfied. This is widely seeing in through Job Satisfaction levels of employees.

The task of acquiring sound and credible employees belongs to the Performance Management, Managing People and Industrial Relations influencing Job satisfaction. Since, the factors are known field under the concept of HRM Practices, 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. Therefore, Job Satisfaction Employees would make a positive contribution to their respective BSNL and may lead to increase the effectiveness of the BSNL. In overall factors of job satisfaction influence the job satisfactions of employees in BSNL. The aim of the study was to explore the Performance Management, Managing People and Industrial Relations and its impact towards Job Satisfaction.

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