

A Study on HRD Practices Influencing Job Satisfaction in BSNL, Trichy SSA


HRM
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ABSTRACT

The present study investigates that the Human Resource Development (HRD) Practices influencing Job Satisfaction with special reference to BSNL, Trichy SSA. The human resource management is a function which is mainly concerned with people at work and with their relationship within the organization. HRD Practices using variables such as Recruitment and Selection, Training and Development, Appraisal and Reward, Performance Management, Managing people, Promotion and Transfer, Compensation management and welfare measure, Employee health and safety, Industrial relations its Relationship. The human resource management function has emerged as one of the most important areas of organizational practice. The uniqueness of human resource function has the characteristics that provide the greatest challenge as well as the opportunity. Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global HR to gear up and implement desired shift in their prevailing HRD practices and leverage their human resource along with the other resources. To examine the level of HRD Practices 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 may be defined as a pleasurable positive emotional state resulting from the appraisal of one's job or job experiences. For conducting this research a sample of 100 employees in BSNL, Trichy. Some important implications for future research are also derived from the study.

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 is the feeling an employee gets when the job he does fulfils all his expectations. While morale refers to the attitude of the employees of an organization and is a group concept, job satisfaction is the feeling of an individual employee. Job satisfaction has been defined as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. The nature of one's environment of job is an important part of life as Job Satisfaction influences one's general life satisfaction. Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained.

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, Pudukottai, Karur and Perambalur 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.

Eunmai, (2005), HR Practices, have been extensively examined, the effects of employees' overall perception of HR effectiveness have rarely been studied.

Job Satisfaction as Related to Organisation Climate and occupational Stress: A case Study of Indian Oil found the results of the study also confirmed the assumption that high age group managers as well as high age group engineers were equally satisfied with their jobs and the study revealed the same findings when low age group managers and low age group engineers were compared on their job satisfaction level by Jain, et al, (2007).

Edwina Pio, (2007) reported that A Review and Avenues for Future Research in this study he pointed out integrates and discusses research on HRM in India with a focus primarily on the past fifteen years. It is within this complexity that research on India and its workforce is presented by illuminating HRM as embedded in the Indian environment with its intricate epistemologies and transitions in a period of dynamic change.

Shruti Gupta, (2008), examined that "The Indian and Japanese HRM Practices: Similarities and Differences with Analysis of Automobile Sector in India". This exploratory study found that the key HRM factors of significant differences in Recruitment and Selection, Training and Development, Performance Appraisal, Compensation Practices and Job Design amongst the two countries.

Alina Ileana Petrescu et al., (2008), postulate that "Human resource management practices and workers' job satisfaction", the purpose of this study is to investigate the relationship between several HRM practices and workers' overall job satisfaction and their satisfaction with pay. The findings of the study it was concluded that A pay structure that is perceived to be unequal is associated with a substantial reduction in both non-union members' overall job satisfaction and their satisfaction with pay.

"The Effect of Biographical Variables on the Job Satisfaction of A Group Human Resource Management Employees working in a Municipality" in this study, result indicated that employees are uncertain about the job satisfaction components: company policies and practices, remuneration, promotion, security, acknowledge for good performance, status, supervisor skills, working conditions, equipment and facilities discussed by Markham et al., (2008).

OBJECTIVES OF THE STUDY

1. To know the demographic profile of employees in the study unit.
2. To examine the level of HRD Practices factors.
3. To identify the relationship between Job Satisfaction factors.
4. To study the relationship and impact between HRD Practices and Job Satisfaction of employees in the study unit.

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, Trichy SSA. Both executives and non-executives group are included male and female and their age group is 25 to 56 years. 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. Human Resource Development Practices using variables such as Recruitment and Selection, Training and Development, Appraisal and Reward, Performance Management, Managing people, Promotion and Transfer, Compensation management and welfare measure, Employee health and safety, Industrial relations its Relationship and impact to 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

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

Sl. No.	Characteristics	Groups	Frequency	Percentage	Mean	S.D
1	Age Groups	25-34	9	9.0	2.61	0.85
		35-44	36	36.0		
		45-54	40	40.0		
		Above 55	15	15.0		
2	Cadre	Executive	57	57.0	1.43	0.49
		Non Executive	43	43.0		
3	Gender	Male	64	64.0	1.36	0.48
		Female	36	36.0		
4	Education qualification	Diploma	12	12.0	2.64	0.95
		Graduate (Technical)	34	34.0		
		Graduate (Non Technical)	32	32.0		
		Post Graduate	22	22.0		
5	Nature of Job	Technical	69	69.0	1.31	0.46
		Non Technical	31	31.0		
6	Years of Service	0-10	9	9.0	2.53	0.82
		11-20	41	41.0		
		21-30	38	38.0		
		More than 30	12	12.0		
7	Monthly Income	35001-50000	54	54.0	2.49	0.55
		50001-70000	43	43.0		
		More than 70000	3	3.0		

Source: Primary Data

Table -2: Correlation Analysis and Rank for HRD Practices

Item	Factors	P-Value	Rank
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

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

As shown in the above table-2, reveals that the Human Resource Development factors associated with Human Resource Development Practices in rank by using correlation analysis. P - Values are significant at 1% level. Based on the P-value in the above table the Industrial Relations is highly influencing in HRD Practices.

Table-3: Pearson Correlation Matrix for Job Satisfaction factors

Factors	Work	Supervision	Pay	Promotions	Co-Workers	Over all Job Satisfaction
Work	1.000					
Supervision	0.946**	1.000				
Pay	0.437**	0.466**	1.000			
Promotions	0.242*	0.321**	0.344**	1.000		
Co-Workers	0.871**	0.810**	0.484**	0.257**	1.000	
Over all Job Satisfaction	0.853**	0.875**	0.686**	0.639**	0.842**	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-3, the inter correlation are tested with the following Null Hypothesis.

Hypothesis:

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 - 4: Paired Samples t-Test

Factors	Mean	Std. Deviation	t-Value	Sig. (2-tailed)
Pair 1 Recruitment and Selection – Job Satisfaction	28.880	11.923	24.221	0.001**
Pair 2 Training and Development – Job Satisfaction	37.840	11.205	33.771	0.001**
Pair 3 Appraisal and Reward – Job Satisfaction	16.700	11.735	14.231	0.001**
Pair 4 Performance Management – Job Satisfaction	43.180	7.492	57.635	0.001**
Pair 5 Managing People – Job Satisfaction	48.720	7.324	66.523	0.001**
Pair 6 Promotion and Transfer – Job Satisfaction	29.400	9.002	32.661	0.001**
Pair 7 Compensation Management and Welfare Measure – Job Satisfaction	26.970	8.367	32.233	0.001**
Pair 8 Employee Health and Safety – Job Satisfaction	65.600	5.927	110.677	0.001**
Pair 9 Industrial Relations – Job Satisfaction	56.200	6.598	85.176	0.001**
Pair 10 Overall HRD Practices – Job Satisfaction	361.390	40.737	88.713	0.001**

Source: Primary Data ** Significant at 1% level

Table- 4 shows the mean, S.D. score, t-value and Sig. (2-tailed) value by the rotation of Paired sample t-test between the Human Resource Development Practices' factors and Job satisfaction.

Hypothesis:

There exists a significant difference among the Human Resource Development Practices' factors and Job satisfaction.

Based on paired sample t – test, there is no significant difference between the Human Resource Development Practices 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 HRD Practices and Job satisfaction in BSNL, Trichy SSA. There is significant association between HRD practices of BSNL with Job satisfaction of employees.

FINDINGS AND CONCLUSIONS

This study reveals a Human Resource Development Practices influencing Job Satisfaction in BSNL Trichy SSA. It shows that, there is significant association between HRD practices of BSNL with Job satisfaction of employees.

Because, the BSNL having good and transparency Recruitment and Selection process the employees all are satisfied. The BSNL is providing adequately and necessary Training and Development to the employees, 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. The BSNL has good Performance Management system, which makes the employees were highly satisfied. The BSNL follows good techniques of Managing people, which makes the employees were highly satisfied in doing their jobs. The BSNL has a transparent, quick widely accepted Promotion and Transfer policy, which makes the employees were highly satisfied. The BSNL has well a Compensation Management system, which is at par with industrial standards. This makes the employees were highly job satisfaction. The BSNL has a good Employee health and Safety system for its employees, which is highly accepted through Job satisfaction. The BSNL has a vibrant Industrial Relation policy, which makes the employees were highly satisfied. To sum up the overall Human Resource Development practices of BSNL is highly accepted by its employees. This is widely seeing in through Job Satisfaction levels of employees.

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.

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