



Industrial Relations Impact with Job Satisfaction Using SEM Model with Special Reference to BSNL Employees in Three Different SSAs

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ABSTRACT

The present study investigates that the Industrial Relations and its impact towards Job Satisfaction with special reference to BSNL, three different SSA (Secondary Switching Area)s namely Trichy, Thanjavur and Madurai SSA using SEM Modeling. The Industrial Relations is the function of Human Resource Development (HRD) practices which are mainly concerned with people at work and with their relationship within the organization. To examine the level of Industrial Relations are 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 Employees would make a positive contribution to their respective BSNL and may lead to increase the effectiveness of the BSNL. 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

Industrial Relations, Job Satisfaction, HRD and JDI Scale

INTRODUCTION

Industrial relations is also a multidisciplinary field that studies the collective aspects of the employment relationship. It is increasingly being called employment relations (ER) because of the importance of non-industrial employment relationships. IR has a core concern with social justice through fair employment practices and decent work. People often think industrial relations is about labour relations and unionised employment situations, but it is more than that. Industrial relations covers issues of concern to managers and employees at the workplace, including workplace bargaining, management strategy, employee representation and participation, union-management co-operation, workplace reform, job design, new technology and skill development. An IR expert will more usually work for a trade union in order to represent employees' interests. The Encyclopedia Britannica explained that the concept of industrial relations has been extended to denote the relations of the State with employees, workers and their organizations. It includes individual relations and joint consultation between employers and work people at their work place, collective relations between employers and their organizations and trade unions and the part played by the State in regulating these relations.

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 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).

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, Karai-kudi, Kumbakonam, Madurai, Nagercoil, Nilgiris, Pondy-cherry, Salem, Thanjavur, Tirunelveli, Madurai, Tuticorin, Vellore, and Virudhunagar SSA.

REVIEW OF LITERATURE

Kesar Singh (1995) examined the growth and structure of trade unions, workers participation in trade unions and correlates of union participation, the existing industrial relations scene in cotton textile industry in the state of Punjab. Also the role of workers, trade union leaders, management and government officials to maintain peaceful relations between labour and management were examined and policy recommendations to achieve industrial peace were offered.

Lester (2003) observed in his study that industrial relations involve at workable solutions between conflicting objectives and values between incentive and economic security, between discipline and industrial democracy, between authority and freedom, between bargaining and co-operation.

Rezaul (2006) analyzed the present scenario of Indian industrial relations is equitable. The industrial relations should be considered as an essential part of management systems and techniques and not as a discipline or activity apart from management. The study analyzed the industrial relation in India as equitable. This report scrutinizes the three main approach (economic rationalism, civil libertarianism and equal employment opportunity and social justice too). Further, the study identified the equity of Indian industrial relation such as child labour, cross culture management, trade union wage discrimination and individualism.

Shenoy (2006) identified the current relevant subject of globalization and its impact on industrial relations and labour market institutions and also organized and unorganized workers. The study also discusses at length the impact of globalization on the informal economy covering inter alia the size and characteristics of the informal sector along with various steps

taken by both Central and State Governments to improve the economic lot and social security status of the informal sector workers.

Nibedita and Jaya Krushna (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.

Gopinath & Shibu (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

To know how the Industrial Relation influence Job Satisfaction factor with special reference to BSNL employees.

HYPOTHESIS OF THE STUDY

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

H₁ : Industrial Relation has a positive impact on job satisfaction in terms of work.

H₂ : Industrial Relation has a positive impact on job satisfaction in terms of supervision.

H₃ : Industrial Relation has a positive impact on job satisfaction in terms of pay.

H₄ : Industrial Relation has a positive impact on job satisfaction in terms of promotion.

H₅ : Industrial Relation has a positive impact on job satisfaction in terms of co-workers.

PERIOD OF THE STUDY

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

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 SSAs 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.

LIMITATION 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.

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.

FINDINGS

Table No.1: Results of Measurement Model – Industrial Relations (IR) and Job Satisfaction

Regression Weights	Standardized Loadings	Standard Error	t-value	P<.001	CR	AVE
IR3 <--- Industrial Relations	.914	-	-.a	-	0.870	0.692
IR2 <--- Industrial Relations	.900	.025	42.574	0.001		
IR5 <--- Industrial Relations	.775	.023	31.166	0.001		
IR1 <--- Industrial Relations	.788	.025	32.130	0.001		
W3 <--- Work	.595	-	-.a	-	0.834	0.631
W4 <--- Work	.654	.091	12.587	0.001		
W6 <--- Work	.889	.072	9.008	0.001		
S2 <--- Supervision	.665	-	-.a	-	0.881	0.653
S3 <--- Supervision	.550	.110	11.165	0.001		
S5 <--- Supervision	.672	.137	12.279	0.001		
PY1 <--- Pay	.561	-	-.a	-	0.875	0.640
PY3 <--- Pay	.628	.079	14.123	0.001		
PY6 <--- Pay	.462	.068	11.342	0.001		
PR4 <--- Promotion	.769	-	-.a	-	0.870	0.692
PR3 <--- Promotion	.772	.043	24.138	0.001		
PR2 <--- Promotion	.814	.038	25.670	0.001		
CW3 <--- Co-Workers	.517	-	-.a	-	0.720	0.563
CW1 <--- Co-Workers	.681	.181	10.748	0.001		
CW4 <--- Co-Workers	.628	.101	8.110	0.001		

-.a Indicates a parameter fixed at 1.0 in the measurement model.

Table No.2: Results of Model Fit for Measurement Model – Industrial Relations and Job Satisfaction

Fit indices	Acceptable Levels
$\chi^2_{(136)} = 642.017$	
CMIN (χ^2/df) = 4.7207 ($p < .000$)	Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement
GFI = .934	More than 0.90
AGFI = .908	More than 0.90
CFI = .930	More than 0.95
TLI = .912	More than 0.90
NFI = .914	More than 0.90
IFI = .931	More than 0.90
RMR = .043	Less than 0.050
RMSEA = .063	Less than 0.080

The measurement model of 'Industrial Relations 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 $\chi^2_{(136)} = 642.017$, $p = .000$, GFI = .934, AGFI = .908, NFI = .914, CFI = .930, TLI = .912, IFI = .931, RMSEA = .063 and RMR = .043, which

indicated a good fit. The t-values for the loadings were high, demonstrating adequate convergent validity.

Table No.3: Results of Path Model – Industrial Relations and Job Satisfaction

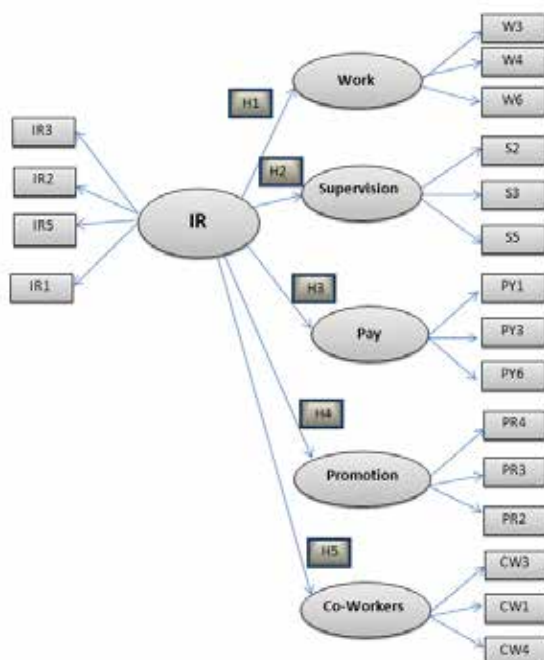
Regression Weights		Stand-ardized Loadings	Stand-ard Error	t-value	P<.001
Work	<--- Industrial Relations	.239	.019	4.047	0.001
Supervision	<--- Industrial Relations	.532	.015	8.655	0.001
Pay	<--- Industrial Relations	.541	.017	9.023	0.001
Promotion	<--- Industrial Relations	.936	.028	26.615	0.001
Co-Workers	<--- Industrial Relations	.218	.017	1.254	0.210

The results of structural model analysis showed that as hypothesized, industrial relations (t-value =4.047, p = .000) had positive and significant relationship with work and therefore H₁ was supported. The model revealed a positive and significant effect of industrial relations (t-value =8.655, p = .000) on supervision and therefore H₂ was supported. Industrial Relations (t-value = 9.023, p = .000) had strong influence on pay, thereby H₃ was supported. Significant and positive effect of industrial relations (t-value = 26.615, p = .000) on promotion supported H₄. Industrial Relations (t-value =1.254, p =.210) was not significantly related to co-workers. Hence, not supported was found for H₅. Table 4.7.9.4 lists the hypotheses results.

Table No.4 - Hypothesis Results

Hypothesis	Relationship	Supported/Not supported
H ₁	Industrial Relations - Work	Supported
H ₂	Industrial Relations – Supervision	Supported
H ₃	Industrial Relations – Pay	Supported
H ₄	Industrial Relations - Promotion	Supported
H ₅	Industrial Relations – Co-Workers	Not Supported

Fig: Industrial Relations and Job Satisfaction



DISCUSSIONS

1) Job Satisfaction with regard to Work

Industrial Relations is another HRD practice that gives work satisfaction to the employees. This can happen only when there exit industrial democracy in the company management. This finding also reveals that the BSNL is in a position to avoid all types of conflict to ensure industrial peace.

2) Job Satisfaction with regard to Supervision

Industrial Relations is another HRD practice that gives supervision satisfaction to the employees. This can happen only when there exit industrial democracy in the company management. This finding also reveals that the BSNL is in a position to avoid all types of conflict to ensure industrial peace.

3) Job Satisfaction with regard to Pay

Industrial Relations is another HRD practice that gives job satisfaction with regard to pay. This can happen only when there exit industrial democracy in the company management. This finding also reveals that the BSNL is in a position to solve all types of conflict to ensure industrial peace among the employees.

4) Job Satisfaction with regard to Promotion

Industrial Relations is another HRD practice that gives job satisfaction with regard to promotion to the employees. The prevailing industrial peace and democracy will provide a platform to work efficiently. Ultimately it will lead to enhancement of their career profile. This enhanced career profile will become the base for promotion. It implies that there is a close relationship between Industrial relations and employees’ promotion satisfaction.

5) Job Satisfaction with regard to Co-Workers

Industrial Relations is another HRD practice that does not give job satisfaction with regard to co-workers. It implies that, the functioning of trade union and union leaders doesn’t have any impact on job satisfaction with regard to co-workers. It means that the relationship and affinity among the co-workers will remain same, even though there are opinion differences in trade union.

CONCLUSION

This research study made an effect to analysis the impact of job satisfaction on industrial relation 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 good industrial relation process with the employees. BSNL has a vibrant industrial relation policy, which makes the employees were highly satisfied.

ACKNOWLEDGEMENT

At this moment of accomplishment, I express my heart-felt gratitude to **Dr. SHIBU. N. S.**, Head & Assistant Professor, Research Centre of Management Studies, Bharathidasan University College, Perambalur, Tamil Nadu for his invaluable guidance, encouragement, ideas, insight, and his great efforts taken to explain things clearly helped me at each and every stage of my research.

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