



## HRD Factor Managing People Influence to Job Satisfaction With Special Reference to Bsnl Employees in Three Different Ssas Using Modeling

Dr. R. GOPINATH

Junior Engineer, BSNL, Trichy SSA, Tamil Nadu Telecom Circle, India

### ABSTRACT

*The present study investigates that the Managing People 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. Managing People 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 Managing People are associated with Job Satisfaction using 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 :** Managing People, Job Satisfaction, HRD and JDI Scale

### INTRODUCTION

Governing and Managing Organisations stated that Effective management of paid staff or volunteers involves a combination of common sense, sensitivity, confidence, and good management practices in all areas of work. Some people seem to be naturally good at it; others need to acquire skills or sensitivity. Ensuring the organisation has clear, appropriate and workable policies and procedures for all aspects of employment and volunteering and helping workers recognise and overcome intellectual, technical or personal difficulties affecting their work.

The manager would be keen to ensure that the agreed policies were adhered to, that indicators and measures of performance were appropriate and were used. The researcher would be concerned with application whilst the leader would perhaps be more concerned with design. It is clear that the two elements – leadership and management – cannot easily be separated. The reality is that some people in positions of responsibility have stronger leadership competencies than management competencies and vice versa. Another good reason for the team approach to running organisations.

Job satisfaction involves liking for the work and acceptance of the pressures and aspirations connected with that work (Anjaneyulu, 1970). Schneider and Snyder (1975) explained job satisfaction as follows. "It is most adequately conceptualized as a personality evaluation of conditions existing on the job (Work and Supervision) or outcomes that arise as a result of having a job (Pay and Security). Job satisfaction is the perception of internal responses (i.e., Feelings)".

All types of work are not inherently satisfying. People engaged in the work which is not satisfying in itself naturally look for satisfaction from sources external to it. But job satisfaction does promote happiness, success and efficiency in one's professional activity.

Job satisfaction is an integral component of organizational health and an important element in industrial relations. The level of job satisfaction seems to have some relations with various aspects of work behaviour such as accidents, absenteeism, turnover and productivity. Several studies have revealed varying degrees of relationship between human resource development practices and job satisfaction. But whether work behaviour is the cause or effect of job satisfaction is not clear.

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, Madurai, Tuticorin, Vellore, and Virudhunagar SSA.

### REVIEW OF LITERATURE

**Applebaum and Batt (1994)** reviewed 12 large-scale surveys and 185 case studies of managerial practices. They concluded that team-based working leads to improvements in organizational performance on measures both of efficiency and quality.

**West (2001)** researched in the private sector also points to the importance of decentralized decision-making, employee participation and involvement, innovative work practices and the 'fit' between structure, strategy and environment.

**Borrill et al., (2002)** stated that the health care team effectiveness programme at Aston, Edinburgh, Leeds and Glasgow universities showed how conflict over leadership and lack of clear leadership were associated with poorer team functioning, higher levels of team member psychological distress, lower levels of satisfaction and commitment, and lower levels of innovation and effectiveness in patient care.

**Susan and Michael (2004)** reviewed to shows that people management influences employee health and well-being as well as individual, group and organizational performance. This supports the notion that organizational performance and effectiveness should be considered with the context of people management and HRM practices in organizations. Policy leaders should therefore emphasise, train people in and evaluate good management practices within organizations.

**Helen et al., (2005)** argued that HRM systems also have the potential to promote organizational innovation. The researcher presented longitudinal data from thirty-five UK manufacturing organizations to suggest that effective HRM systems – incorporating sophisticated approaches to recruitment and selection, induction, appraisal and training – predict organizational innovation in products and production technology. The believed that HRM practices – effectively designed and synchronized – enhance learning and empower people at all levels to instigate change and innovation. Managing people to promote innovation is necessary if we are to release the full creative potential of our work organizations.

**Warigon (2005)** revealed that creating a motivating organization can pose an incredible challenge for every leader or manager. That motivation leads to greater work performance in our organizations. Managing or motivating people is an art. There is simply no magic formula or silver bullet for it. It comes with creativity, intuition, experience, stewardship, and steadfast faith in the goodness of people.

It is up to you as a manager to create an environment in which the employees (people) know what is expected of them and feel passionate about doing their jobs – always putting the best of themselves in everything they do.

**Naresh Babu & Satya Narayana Reddy(2013)** established that Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system.

**Jordan et al., (2013)** showed that some practices which employers had adopted to ensure they were compliant with specific regulations, although these were considered straightforward and had a limited impact on day to day work. These were: Health and safety, Working Time Directive, Agency workers regulation and Sick leave. The extent to which employers had written policies for managing staff varied considerably according to size and sector. Having written documentation was considered a good practice by HR managers.

**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 Managing People 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:

- H<sub>1</sub>** : Managing People has a positive impact on job satisfaction in terms of work.
- H<sub>2</sub>** : Managing People has a positive impact on job satisfaction in terms of supervision.
- H<sub>3</sub>** : Managing People has a positive impact on job satisfaction in terms of pay.
- H<sub>4</sub>** : Managing People has a positive impact on job satisfaction in terms of promotion.
- H<sub>5</sub>** : Managing People 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 – Managing People (MP) and Job Satisfaction**

Regression Weights			Standardized Loadings	Standard Error	t-value	P<.001	CR	AVE
MP2	<---	Managing People	.870	-	-. <sup>a</sup>	-	0.877	0.647
MP9	<---	Managing People	.864	.027	34.698	0.001		
MP8	<---	Managing People	.834	.028	32.637	0.001		
MP3	<---	Managing People	.806	.026	30.698	0.001	0.834	0.631
MP6	<---	Managing People	.804	.026	32.412	0.001		
W3	<---	Work	.596	-	-. <sup>a</sup>	-		
W4	<---	Work	.650	.091	12.596	0.001	0.881	0.653
W6	<---	Work	.593	.072	9.108	0.001		
S2	<---	Supervision	.665	-	-. <sup>a</sup>	-		
S3	<---	Supervision	.547	.108	11.216	0.001	0.875	0.640
S5	<---	Supervision	.675	.137	12.399	0.001		
PY1	<---	Pay	.558	-	-. <sup>a</sup>	-		
PY3	<---	Pay	.630	.080	14.094	0.001	0.870	0.692
PY6	<---	Pay	.564	.069	11.343	0.001		
PR4	<---	Promotion	.736	-	-. <sup>a</sup>	-		
PR3	<---	Promotion	.756	.049	21.860	0.001	0.720	0.563
PR2	<---	Promotion	.856	.044	24.334	0.001		
CW3	<---	Co-Workers	.600	-	-. <sup>a</sup>	-		
CW1	<---	Co-Workers	.708	.206	10.267	0.001	0.720	0.563
CW4	<---	Co-Workers	.616	.106	7.743	0.001		

-<sup>a</sup> Indicates a parameter fixed at 1.0 in the measurement model.

The measurement model of 'managing people 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  $\chi^2_{(152)} = 502.321$ ,  $p = .000$ ,  $GFI = .947$ ,  $AGFI = .927$ ,  $NFI = .936$ ,  $CFI = .954$ ,  $TLI = .943$ ,  $IFI = .954$ ,  $RMSEA = .050$  and  $RMR = .041$ , 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 – Managing People and Job Satisfaction**

Fit indices	Acceptable Levels
$\chi^2_{(152)} = 502.321$	
CMIN ( $\chi^2/df = 3.3047$ ( $p < .000$ ))	Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement
GFI = .947	More than 0.90
AGFI = .927	More than 0.90
CFI = .954	More than 0.95
TLI = .943	More than 0.90
NFI = .936	More than 0.90
IFI = .954	More than 0.90

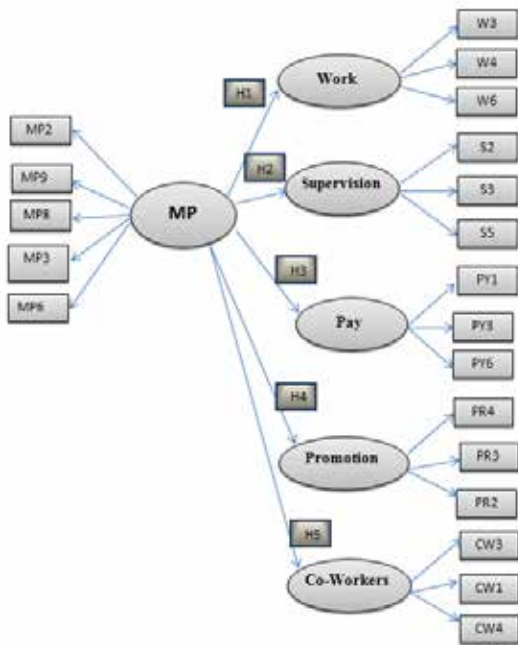
RMR = .041	Less than 0.050
RMSEA = .050	Less than 0.080

**Table No.3: Results of Path Model – Managing People and Job Satisfaction**

Regression Weights		Standardized Loadings	Standard Error	t-value	P<.001
Work	<--- Managing People	.638	.015	6.622	0.001
Supervision	<--- Managing People	.601	.017	9.903	0.001
Pay	<--- Managing People	.610	.015	3.828	0.001
Promotion	<--- Managing People	.838	.029	21.592	0.001
Co-Workers	<--- Managing People	.501	.016	3.828	0.001

The results of structural model analysis showed that as hypothesized, managing people (t-value = 6.622, p = .000) had positive and significant relationship with work and therefore H<sub>1</sub> was supported. The model revealed a positive and significant effect of managing people (t-value = 9.903, p = .000) on supervision and therefore H<sub>2</sub> was supported. Managing People (t-value = 3.828, p = .000) had strong influence on pay, thereby H<sub>3</sub> was supported. Significant and positive effect of managing people (t-value = 21.592, p = .000) on promotion supported H<sub>4</sub>. Managing People (t-value = 3.828, p = .000) was significantly related to co-workers. Hence, support was found for H<sub>5</sub>. Table No.4 lists the hypotheses results.

**Fig: Managing People and Job Satisfaction**



Hypothesis	Relationship	Supported/Not supported
H <sub>1</sub>	Managing People – Work	Supported
H <sub>2</sub>	Managing People – Supervision	Supported
H <sub>3</sub>	Managing People – Pay	Supported
H <sub>4</sub>	Managing People - Promotion	Supported

H <sub>5</sub>	Managing People – Co-Workers	Supported
----------------	------------------------------	-----------

**DISCUSSIONS**

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

It is also shown that, managing people through HRD practices has got significant impact on work satisfaction. It implies that the services of HRD department are satisfactory and make the employees avail those services and get benefits out of it.

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

It is also proved that, managing people through the HRD practices has got a significant impact on supervision satisfaction. It implies that the process how the company managers its employees gives satisfaction to the all employees with regard to supervision.

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

It is also shown that, managing people through the HRD practices has got significant impact on pay satisfaction. It implies that the services of HRD department are satisfactory and the make the employees to avail those services and get benefits out of it.

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

It is also shown that, managing people through the HRD practices has got significant impact on job satisfaction with regard to promotion. It implies that the services of HRD department are satisfactory and make the employees to avail those services and get benefits out of it.

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

It is also showed that, managing people through the HRD practices has got significant impact on co-workers satisfaction. It implies that the services of HRD department are satisfactory and the make the employees to avail those services and get benefits out of it. It ensures that, the HRD department provide uniform services to the all workers belonging to different departments.

**CONCLUSION**

This research study made an effect to analysis the impact of job satisfaction on managing people of the BSNL employees. The job satisfaction of BSNL employee was evaluated by using work, supervision, pay, promotion and co worker in JDI scale. The researcher concluded based on the analysis and discussion, BSNL has good HRD practices with the employees. BSNL follows good techniques of managing people, which makes the employees were highly satisfied in doing their jobs.

**ACKNOWLEDGEMENT**

At this moment of accomplishment, I express my heartfelt 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.

**REFERENCES**

- Anjaneyulu, B. S. R. (1970). Teaching Profession and Job Satisfaction. *Educational India*, 37(6), 185-188.
- Applebaum, E. & Batt, R. (1994). *The New American Workplace*. Ithaca, NY: ILR Press.
- Borrill, C., West, M.A., Dawson, J.F. & Shapiro, D. (2002). Leadership in multidisciplinary teams. Paper presented at Society for Industrial and Organizational Psychology, Toronto, 13 April.
- Gopinath, R., & Shibu. N. S., (2014a), HRD Practices and its Impact towards Job Satisfaction in BSNL, Madurai SSA- A Study, *International Journal of Human Resource Management Research and Development*, Vol.4, No.1, pp. 61-69.
- Gopinath, R., & Shibu. N. S., (2014b), HRD Practices and its Impact towards Job Satisfaction in BSNL, Thanjavur SSA- A Study, *Asian Journal of Management Research* Vol.5, Issue: 1, pp.138-147.
- Gopinath, R., & Shibu, N.S. (2014 c). A Study on HRD Practices Influencing Job Satisfaction in BSNL, Trichy SSA, *International Journal of Scientific Research*, 3(4), 147-149.
- Helen Shipton, Doris Fay, Michael West, Malcolm Patterson & Kamal Birdi. (2005). *Managing People to Promote Innovation. Creativity and Innovation Management*, 14.
- Jordan, E., Thomas, A.P., Kitching, J.W. & Blackburn R.A. (2013). Employer perceptions and the impact of employment regulation. *Employment Relations Research*, Series-1, 23 March 2013.
- Naresh Babu & G. Satya Narayana Reddy. (2013). Role of HRM Practices in Cement

Industry. *International Journal of Marketing, Financial Services & Management Research*, 2 (8).

10. Schneider, B., & Snyder, R. A. (1975). Some Relationship between Job Satisfaction and Organizational Climate, *Journal of Applied Psychology* 60,318-328.
11. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). The measurement of satisfaction in work and retirement. Chicago: Rand McNally.
12. Susan, Michie. & Michael A. West. (2004). Managing people and performance: an evidence based framework applied to health service organizations. *International Journal of Management Reviews* 5/6 (2), 91–111.
13. Warigon, S. D. (2005). Managing People for Organizational Success, pp.14-16, Retrieved from <http://www.compaid.com/caiinternet/ezine/WarigonPeople.pdf>
14. West, E. (2001). Management matters: the link between hospital organisation and quality of patient care. *Quality in Health Care*, 10, 40–48.