

IMPACT OF HRD TO JOB SATISFACTION WITH SPECIAL REFERENCE TO BSNL EMPLOYEES IN THREE DIFFERENT SSAS USING SEM MODEL

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ABSTRACT

The present study how the HRD gives impact to job satisfaction with special reference to BSNL employees in three different SSAs. For this study, 928 respondents were selected by Stratified Proportionate Random Sampling Method. The JDI scale included Work, Supervision, Pay, Promotions, and Co-worker. According to the purpose of applied research, the analyzing of the model specifically is based on Structural Equation Modeling (SEM) via AMOS. Based on SEM model indicates that HRD practices [Recruitment and Selection (RS), Training and Development (TD), Appraisal & Reward (AR), Performance Management (PM), Managing People (MP), Promotion & Transfer (PT), Compensation Management & Welfare Measure (CM &WM), Employee Health & Safety (EHS), and Industrial Relations (IR)] giving high impact to the job satisfaction. Some important implications for future research are also derived from the study.

Keywords: Job Satisfaction, Organisation, Human Resource Development.

INTRODUCTION

Even the best of technology is ultimately implemented by human resources. Success depends upon its efficiency as to how effectively it can be used to get the desired result. An organization can flourish by chalking out well-mediated strategic

implementation plan for using information technology in making human resource function globally competitive. The modern human resource development has emerged after many stages of evolution, which may be the Industrial Revolution, Trade Unionism, Scientific Management, Industry Psychology, Human Relations Movement, Behavioral Sciences, Human Resource Specialist and Employee Welfare. As HRD is a process in which the employees of an organization are continually helped in a planned way to acquire or sharpen capabilities, they required to perform various functions associated with their present or expected future roles (Rao and Pereira, 1986). Also through develop their general capabilities, discover their own inner potentialities and exploit them fully for their own and organization development purpose. Then it leads to develop an organizational culture where superior-subordinate relationship, team work and collaboration among different sub-units are become strong and contribute the organizational health, dynamism and pride of employees.

Many HRD mechanisms are available to develop the competencies of employees and improve the overall organizational climate; they are performance appraisal, potential appraisal, career planning and career development, training and development, organizational development, quality of work life, human resource information system and other subsystems like feedback, counseling, coaching, human resource information system. HRD activities include the determination, design, execution, and analysis of educational programs. Orientation programs, for example, are usually necessary to climate new hires to the company.

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, Karaikudi, Kumbakonam, Madurai, Nagercoil, Nilgiris, Pondyicherry, Salem, Thanjavur, Tirunelveli, Madurai, Tuticorin, Vellore, and Virudhunagar SSA.

REVIEW OF LITERATURE

Iskandar Muda and Ahmad Rafiki (2014) analyzed the factors associated with human resource development that probably influence employee's performance. They include the recruitment process, general and specific training, compensation, career development, job promotion and mutations. As both primary and secondary data are collected and examined, it is concluded that elements of human resource development Impact of HRD To Job Satisfaction with Special Reference To BSNL Employees In Three Different SSAS Using SEM Model consist of recruitment, training, career development, benefits, promotion, mutation, structural and technical specific training simultaneously have an influence on employee performance which has an impact on the creation of good governance in the North Sumatra province whereby the most dominant factors of human resources affecting employees' performance are the general training and technical specific training.

Gopinath and Shibu (2014 a) examined the level of promotion and transfer 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. From the results, promotion and transfer process are important practices for human resource development, and are crucial in affecting organizational success. From the analysis, promotion and transfer highly influence to job satisfaction of employees in BSNL. So the 45 % employees are having job satisfaction in high level and 55 % employees having job satisfaction in moderate level.

Gopinath and Shibu (2014 b) revealed that the level of recruitment and selection are important practices for human resource development associated with job satisfaction using by Job Descriptive Index (JDI) scale among BSNL employees. The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, recruitment and selection is of prime importance to job satisfaction in order to get the best of employees, however, it faces lots of challenges in its quest to recruit its workforce.

Gopinath and Shibu (2014 c) studied the level of promotion and transfer, appraisal and reward are important practices for human resource development associated with job satisfaction using by Job Descriptive Index (JDI) scale among BSNL employees. The BSNL has a transparent, quick widely accepted promotion and transfer policy, 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. From the analysis, there is significant association between promotion and transfer, appraisal and reward of BSNL with job satisfaction of employees. The researcher concluded that there is a positive relationship exists between promotion and transfer, appraisal and reward and job satisfaction in BSNL, Thanjavur SSA.

Gopinath & Shibu (2014 d) revealed a human resource development practices influencing job satisfaction in BSNL Thanjavur SSA. It shows that, there is significant association between HRD practices of BSNL with job satisfaction of employees. Hence, it is concluded that there is a positive relationship exists between HRD practices and job satisfaction in BSNL, Thanjavur SSA.

Gopinath & Shibu (2014 e) 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 f).

OBJECTIVES OF THE STUDY

To know how the HRD Practices 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: HRD Practices has a positive impact on job satisfaction in terms of work.

H₂: HRD Practices has a positive impact on job satisfaction in terms of supervision.

H₃: HRD Practices has a positive impact on job satisfaction in terms of pay.

H₄: HRD Practices has a positive impact on job satisfaction in terms of promotion.

H₅: HRD Practices 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 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. HRD Practices questionnaire includes Recruitment and Selection (RS), Training and Development (TD), Appraisal & Reward (AR), Performance Management (PM), Managing People (MP), Promotion & Transfer (PT), Compensation Management & Welfare Measure (CM & WM), Employee Health & Safety (EHS), and Industrial Relations (IR). 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

The measurement model of ‘human resource development practices’ 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 $\chi^2_{(18)} = 75.668$, $p = .000$, GFI = .982, AGFI = .934, NFI = .993, CFI = .993, TLI = .980, IFI = .993, RMSEA = .076 and RMR = 0.041, which indicated a good fit. The t-values for the loadings were high, demonstrating adequate convergent validity.

Table 1 Results of Model Fit for Measurement Model – Human Resource Development Practices

Fit indices	Acceptable Levels
$\chi^2_{(18)} = 75.668$	
CMIN (χ^2/df) = 4.20 ($p < .000$)	Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement
GFI = .982	More than 0.90
AGFI = .934	More than 0.90
CFI = .993	More than 0.95
TLI = .980	More than 0.90
NFI = .993	More than 0.90
IFI = .993	More than 0.90
RMR = 0.041	Less than 0.050
RMSEA = .076	Less than 0.080

The structural model of ‘HRD Practices 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 $\chi^2_{(18)} = 77.62$, $p = .000$, GFI = .976, AGFI = .934, NFI = .993, CFI = .982, TLI = .980, IFI = .993, RMSEA = .063 and RMR = 0.038, which indicated a good fit. The t-values for the loadings were high, demonstrating adequate convergent validity.

Table 2 Results of Model Fit for Path Model – HRD Practices and Job Satisfactions

Fit indices	Acceptable Levels
$\chi^2_{(18)} = 77.62$	
CMIN (χ^2/df) = 4.63 ($p < .000$)	Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement
GFI = .976	More than 0.90
AGFI = .934	More than 0.90
CFI = .982	More than 0.95
TLI = .980	More than 0.90
NFI = .993	More than 0.90
IFI = .993	More than 0.90
RMR = .038	Less than 0.050
RMSEA = .063	Less than 0.080

Table 3 Results of Path Model –HRD Practices and Job Satisfaction

Regression Weights			Standardized Loadings	Standard Error	t-value	P < .001
Work	<---	HRD Practices	.714	.023	12.622	<0.001
Supervision	<---	HRD Practices	.703	.021	7.903	<0.001
Pay	<---	HRD Practices	.699	.022	3.828	<0.001
Promotion	<---	HRD Practices	.678	.015	14.823	<0.001
Co-Workers	<---	HRD Practices	.719	.018	8.828	<0.001

The results of structural model analysis showed that as hypothesized, HRD practices (t-value = 12.622, $p = .000$) had positive and significant relationship with work and therefore H_1 was supported. The model revealed a positive and significant effect of HRD practices (t-value = 7.903, $p = .000$) on Supervision and therefore H_2 was supported. HRD practices (t-value = 3.828, $p = .000$) had strong influence on pay, thereby H_3 was supported. Significant and positive effect of HRD Practices (t-value = 14.823, $p = .000$) on promotion supported H_4 . HRD Practices (t-value = 8.828, $p = .000$) was significantly related to co-workers. Hence, support was found for H_5 .

Table 4 Hypothesis Results

Hypothesis	Relationship	Supported/Not supported
H_1	HRD Practices- Work	Supported
H_2	HRD Practices– Supervision	Supported
H_3	HRD Practices- Pay	Supported
H_4	HRD Practices- Promotion	Supported

H ₅	HRD Practices– Co-Workers	Supported
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Table 4. lists the hypotheses results that, Hypotheses H₁, H₂, H₃, H₄, and H₅ are about the impact of Recruitment and Selection (RS), Training and Development (TD), Appraisal & Reward (AR), Performance Management (PM), Managing People (MP), Promotion & Transfer (PT), Compensation Management & Welfare Measure (CM & WM), Employee Health & Safety (EHS), Industrial Relations (IR) and job satisfaction. It is found that trust has significant positive impact on HRD practices towards job satisfaction dimension of work at 0.001 significance level ($\beta = 0.205$, t -value = 12.622, $p < 0.001$). Also, as suggested by original framework of HRD practices, the positive effects of supervision ($\beta = 0.142$, t -value = 7.903, $p < 0.001$), pay ($\beta = 0.712$, t -value = 3.828, $p < 0.001$), promotion ($\beta = 0.452$, t -value = 14.823, $p < 0.001$) and co-workers ($\beta = 0.598$, t -value = 8.828, $p < 0.001$) on BSNL HRD

practices towards job satisfaction dimension are confirmed in this study. As a result, hypotheses H₁, H₂, H₃, H₄, and H₅ are all supported.

DISCUSSIONS

1) Job Satisfaction with regard to Work

On the whole it is found that, the overall HRD practices adopted by BSNL are fair justifiable and beneficial from the view point of employees and it is clear evident that, the employees get much work satisfaction as a result of HRD practices.

2) Job Satisfaction with regard to Supervision

On the whole it is found that, the overall HRD practices adopted by BSNL are fair, justifiable and beneficial from the view point of employees and it is clear evident that, the employees grab much satisfaction with regard to supervision as a result of HRD practices.

3) Job Satisfaction with regard to Pay

On the whole it is found that, the overall HRD practices adopted by BSNL are fair justifiable and beneficial from the view point of employees and it is clear evident that, the employees get much job satisfaction with regard to pay.

4) Job Satisfaction with regard to Promotion

On the whole it is found that, the overall HRD practices adopted by BSNL are fair, justifiable and beneficial from the view point of employees and it is clear evident that, the employees gets much Job Satisfaction with regard to Promotion as a result of HRD practices.

5) Job Satisfaction with regard to Co-Workers

On the whole it is found that, the overall HRD practices adopted by BSNL are fair justifiable and beneficial from the view point of employees and it is evident that, the employees gets much job satisfaction with regard to co-workers as a result of HRD practices.

CONCLUSION

The management may explore the possibilities to introduce new HRD mechanism with advanced techniques. The organisation may associate employees and unions in the formulation and implementation of HR policies and practices. The organisation may provide each employee with freedom and opportunity to utilize and develop knowledge and skills to the maximum possible extent. It shows the HRD importance to the job satisfaction. From the findings of the study, HRD practices giving high impact to the job satisfaction.

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