
**A STUDY ON FEW JOB RELATED ENTITIES INFLUENCING JOB
SATISFACTION IN BSNL THANJAVUR SSA**

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ABSTRACT

The present study investigates that the Promotion and Transfer, Appraisal and Reward and its impact towards Job Satisfaction with special reference to BSNL, Thanjavur Secondary Switching Area (SSA). The present study investigate that the Promotion and Transfer, Appraisal and Reward influencing Job Satisfaction with special reference to BSNL, Thanjavur SSA. The Promotion and Transfer, Appraisal and Reward are the functions of human resource development practices which are mainly concerned with people at work and with their relationship within the organization. Promotions and transfers provide employees with the opportunity to develop their skills and talents, which can contribute to career growth and advancement. To examine the level of Promotion and Transfer, Appraisal and Reward 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 concluded that there is a positive relationship exists between Promotion and Transfer, Appraisal and Reward and Job satisfaction in BSNL, Thanjavur SSA. 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. In overall factors of job satisfaction influence the Job satisfaction of employees in BSNL. Some important implications for future research are also derived from the study.

KEYWORD: Job Satisfaction, Promotion, Transfer, Appraisal and Reward.

INTRODUCTION

Promotion is defined as ‘A movement to a position in which responsibilities and presumably, prestige are increased’ (Yoder *et.al.*,1958). Promotions have a positive impact on the employees. Beside higher wages they also satisfy the higher order needs of employees. In India promotions are made sometimes on the basis of seniority and sometimes on the basis of merit. Usually in the case of lower cadre, the basis of promotion is seniority. In case of private sector concern, there is no clear-cut policy. Usually promotion is based on efficiency and merit. Sometimes due to the employee’s relationship with the employer, efficiency and merit is set aside. A promotion is the movement to another job in a higher job classification and will result in a title change. There are two types of promotions. Market-based promotions occur when an employee assumes another job that has a higher value in the marketplace and has been assigned a higher salary range. Contribution Level promotions occur when an employee assumes another job that has been assigned a higher contribution level and a higher salary range in the job classification system.

Consider transfer as "a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skills needed or compensation". A transfer may be either organisation initiated or employee initiated. An organisation initiates transfer to make the best use of the employees for higher productivity. Transfers are mostly organisation initiated and the employee may succeed in securing or avoiding a transfer so long as the interest of the organisation is not affected. A wrong transfer policy acts as a negative motivator and the productivity of the organisation is affected. Above all the interpersonal relation is also worst affected. A transfer is the movement to another job that is previously established through an approved personnel requisition, has the same salary range and may involve a salary increase. A transfer may result in a title change (Yoder *et.al.*,1958).

The basic purpose of performance appraisal has been to prepare a useful feedback to personals so that they can develop their performance (Peretz, 2008). It has eight suitable methods: Personal appraisal, 360 degree appraisal, self appraisal, Competence assessment, objective setting, performance related to pay, Coaching, Personal improving plan (Peretz,2008). Rewards management is the one of processes in the human resources that is developed, underpinned practically, academically and known as a “Soft Variant” for human nature in the subject (Ekaterini Galanou, 2011). Performance appraisal is the periodic evaluation of an employee’s performance measured against the job’s stated or presumed requirements (George Terry 2003). One way to review the performance and potential of staff is through a system of performance appraisal. It is important that members of the organization know exactly what is expected of them, and the yardsticks by which their performance and results will be measured.

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).

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 Thanjavur SSA, the two Revenue Districts were covered namely Thanjavur, and Thiruvarur Districts.

REVIEW OF LITERATURE

This research examined the impact of pay and promotion upon job satisfaction at university level of Punjab. The findings reveal that pay has significant impact on job satisfaction but the promotion has significant or partial impact on the job satisfaction of educationalist. Other factors except pay and promotion can also be useful in the research. This research investigated the influence that pay and promotion has upon job satisfaction at university level only limited to province Punjab in Pakistan. Further research can be conducted by including more universities from overall Pakistan and by broadening sample size. In this research only two influencing factors like pay and promotion were used, in future more influencing factors of job satisfaction can be studied like job security, fringe benefits, supervision etc (**Muhammad et.al., 2012**).

Transfer of learning has also been equated with individual performance (**Holton, 1996**), and some researchers have found a link between transfer and performance improvement (**Noe et.al., 1986**). However, the importance given to transfer as an outcome measure doesnot seems to translate into practice. According to the American Society for Training and Development's State of the Industry Report for 2004, only 14% of the 213 organizations under study in 2003, measured learning transfer (**Sugrue & Kim 2004**). While many reasons could be and have been attributed to this disinterest in measuring transfer, **Holton et. al., (2000)** proposed a compelling explanation. They point to the need (or lack thereof) for reliable diagnostic tools or models to identify and measure factors that might possibly impede transfer, or are barriers to transferring of learning to the job.

The studies also showed that majority of the respondents were not happy with their pay as compared with others in similar jobs in other companies. More importantly, findings indicated that majority of the respondents were not happy about the recognition they get from the work they do. Thus, the higher the rewards perceived by workers, the greater the satisfaction of workers to organizational policies and practices leading to greater productivity as a result of employee performance. Based on this, future studies could explore several areas of research that can make more valuable contributions to Job satisfaction and employee rewards systems in different sectors including manufacturing, finance, and the public sectors (**Shagufta et. al., 2013**).

The rewards include the financial rewards, pay and benefits, promotions and incentives that satisfy employees to some extent but for committed employees, recognition must be given to keep them motivated, appreciated and committed. **Baron, (1983)** argued that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Recognition today is highest need according to most of the experts whereas a reward which includes all the monetary and compensative benefits cannot be the sole motivator for employees' motivation program. Employees are motivated fully when their needs are met. Rewards play a vital role in determining the

significant performance in job and it is positively associated with the process of motivation. **Lawler (2003)** argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weight age an individual gives to a certain reward. **Deeprise, (1994)** is of the view that “Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible”. **Ali & Ahmed, (2009)** confirmed that there is a statistically significant relationship between reward and recognition respectively, also motivation and satisfaction.

Job satisfaction and its effect on transfer have not been sufficiently examined. Only the study by **Egan et.al., (2004)** which focused on the effects of job satisfaction on motivation to transfer was identified. A study by **Kontoghiorghes, (2004)** examined the effect of satisfaction on motivation to transfer, but the satisfaction measure was combined with job motivation; hence, it is not clear if the results can be attributed solely to the effect of job satisfaction.

Job satisfaction followed by job security, salary and benefits and training. Secure job environment enhances the degree of job satisfaction. Management must create an environment of job security among employees Apart from job security, management must provide job stability. There should be a challenging environment. The job should provide enough scope for the employees in terms of promotion and transfer (**Himani et. al., 2013**).

Empirical review showed that in order for organizations to do a better work in retaining employees they should understand the factors that motivate employees to stay and to facilitate measures in keeping valuable employees because of the huge cost associated with employee turnover. The results showed that when organisations’ reward systems are adequate, it does not only lead to equity, but increase retention. The findings again showed that job satisfaction and favorable human resource policies have positive link with retention. The study also recommends that future research be directed towards investigating how variables like work/life balance, organizational commitment, supervisor support, and work environment can influence employee retention and to expand the scope to cover other telecommunication industries (**Daisy et. al., 2013**).

The study by **Gopinath & Shibu, (2014 a)** examined the impact of Promotion and Transfer on Job Satisfaction. It found that the level of job satisfaction among employees working in BSNL, Trichy SSA. 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. The studies also examine that 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 **Gopinath & Shibu, (2014 b)**. The studies also showed that Job Satisfaction among Employees has important implications for BSNL. 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 **Gopinath & Shibu, (2014 c)**. This research explored that the Human Resource Development Practices influencing Job Satisfaction with special reference to BSNL, Trichy SSA. This study examined that 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 **Gopinath & Shibu, (2014 d)**.

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. These factors have to be identified to make further conclusion.
- Promotion and Transfer, Appraisal and Reward vary at different levels in BSNL. And are poor in government concern. Because of High level of stress and different age factor employees in organisation, so the needs to further study.

OBJECTIVE OF THE STUDY

- To Study the demographic profile of employees working in BSNL, Thanjavur SSA.
- To know the level of job satisfaction among employees working in BSNL, Thanjavur SSA.
- To examine the level Promotion and Transfer, Appraisal and Reward and its impact towards Job Satisfaction with special reference to BSNL, Thanjavur SSA.
- To know the factors of job satisfaction and how they influence them.

HYPOTHESES OF THE STUDY

The present study tested the following Null hypotheses.

- NH1:** There exists a no significant difference among the Promotion and Transfer, Appraisal and Reward with and Job satisfaction.
- NH2:** There exists a no correlation between Job Satisfaction factors and overall Job satisfaction of the BSNL employees.

PERIOD OF THE STUDY

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

RESEARCH METHODOLOGY

SAMPLE FRAME

For conducting this research a sample of 100 employees in BSNL, Thanjavur SSA by Stratified Random Sampling method was collected.

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. A likert scale format with 5 choices per item is used ranging from "strongly agree" to "strongly disagree".

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.

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.

LIMITATIONS 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.

RESULTS AND DISCUSSION

As shown in the 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: The Results of Descriptive Statistics for sample respondent (N=100)

Sl.No.	Characteristics	Groups	Frequency	Percentage	Mean	S.D
1	Age Groups	25-34	8	8.0	3.41	0.918
		35-44	40	40.0		
		45-54	34	34.0		
		Above 55	18	18.0		
2	Cadre	Executive	43	43.0	2.18	0.529
		Non Executive	57	57.0		
3	Gender	Male	58	58.0	1.92	0.495
		Female	42	42.0		
4	Education qualification	Diploma	10	10.0	3.47	0.843
		Graduate (Technical)	29	29.0		
		Graduate (Non Technical)	46	46.0		
		Post Graduate	15	15.0		
5	Nature of Job	Technical	63	63.0	2.24	0.612
		Non Technical	37	37.0		
6	Years of Service	0-10	10	10.0	3.18	0.894
		11-20	36	36.0		
		21-30	42	42.0		
		More than 30	12	12.0		
7	Monthly Income	35001-50000	55	55.0	2.67	0.682
		50001-70000	39	39.0		
		More than 70000	6	6.0		

Source: Primary Data

Table -2: Results of “t”-Test

Item	Factors	P -Value	Rank
Job Satisfaction	Promotion and Transfer	0.815**	1
	Appraisal and Reward	0.799**	2

Source: Primary Data

** Significant at 1% level,

Table- 2 shows that the Promotion and Transfer, Appraisal and Reward and its impact towards Job satisfaction.

Hypothesis-1:

There exists a no significant difference among the Promotion and Transfer, Appraisal and Reward with and Job satisfaction.

Based on “t” – test, since P - value is less than 0.01, the null hypothesis is rejected at 1% of level of significance. There is significant association between Promotion and Transfer, Appraisal and Reward of BSNL with Job satisfaction of employees.

Table -3: Correlation Analysis and Rank

Factors	Mean	Std. Deviation	t-Value	P- value
Promotion and Transfer-Job Satisfaction	52.748	6.961	87.935	< 0.001**
Appraisal and Reward -Job Satisfaction	53.894	5.947	85.872	<0.001**

Source: Primary Data

** Significant at 1% level

As shown in the Table-3, reveals that the Promotion and Transfer, Appraisal and Reward 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 Promotion and Transfer 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	0.899**	1.000				
Pay	0.467*	0.391**	1.000			
Promotions	0.368*	0.347**	0.375*	1.000		
Co-Workers	0.872**	0.798*	0.429**	0.314**	1.000	
Over all Job Satisfaction	0.861**	0.815**	0.746**	0.725**	0.869**	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 no correlation between Job Satisfaction factors and overall Job satisfaction of the BSNL employees.

Based on the Pearson Correlation Matrix table reveals that, since significant value is less than 0.01, the null hypothesis is rejected at 1% of level of significance and except the factor of Pay and Work, Promotion and work, Co-workers and supervision and promotion and pay are rejected at 5% of level. Hence, it is concluded that there is significant relation 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	7	7.0
Moderate Level	56	56.0
High Level	37	37.0
Total	100	100.0

Source: Primary Data

As shown in above table-5, Level of Job Satisfaction of Employees in BSNL. Only 7% employees have low level in Job satisfaction, 56% Employees having moderate level of Job Satisfaction and 37% Employees having their Job Satisfaction in high level to the organisation.

FINDINGS AND CONCLUSIONS

This study reveals that Promotion and Transfer, Appraisal and Reward Influencing Job Satisfaction in BSNL, Thanjavur SSA. It shows that, there is significant association between Promotion and Transfer, Appraisal and Reward of BSNL with Job satisfaction of employees. Hence, it is concluded that there is a positive relationship exists between Promotion and Transfer, Appraisal and Reward and Job satisfaction in BSNL, Thanjavur SSA.

- Because, 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.

The task of acquiring sound and credible employees belongs to the Promotion and Transfer, Appraisal and Reward influencing Job satisfaction. Since, Promotion and Transfer, Appraisal and Reward are a known field under the concept of Human Resource 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. 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 Promotion and Transfer, Appraisal and Reward and its impact towards Job Satisfaction.

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