ABSTRACT

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’. The aim of this paper is to study investigates that the factors influencing Job Satisfaction with special reference to BSNL, three different Secondary Switching Areas (SSA), the names of the SSAs are Trichy, Thanjavur and Madurai SSA. Each SSA carried 100 samples by Stratified Random Sampling methods. For conducting this research a sample of 300 employees taking in BSNL, three SSAs. 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. From the study, the researcher found that work, pay, promotion, supervision and co-workers are the factors determine the job satisfaction. Some important implications for future research are also derived from the study.

Keyword: Job Satisfaction, JDI Scale, Supervision, Co-Worker.

INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often...
predetermined by the occupation of that person’s parent. There are a variety of factors that can influence a person’s level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

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 fulfills 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).

Job satisfaction is one of the most important and significant variables in organizational behavior and in work organizations. It is the general attitude of an employee to the job. The higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs (Wang & Feng 2003), and are more likely to be committed to the organization. Similarly, workers with higher level of job satisfaction would display a decreased propensity to search for a job and decreased propensity to leave the organization (Wright & Bonett 2007). In the same way, employees who perceive their needs as unmet grow in general dissatisfaction and become increasingly attracted to competing places of employment (Tziner 2006), and often result in voluntary termination and organizational turnover (Mathieu & Zajac 1990).

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, Pondicherry, Salem, Thanjavur, Tirunelveli, Trichy, Tuticorin, Vellore, and Virudhunagar SSA. The study comprises in Thanjavur SSA, three different Secondary Switching Areas (SSA), the names of the SSAs are Trichy, Thanjavur and Madurai SSA. These three SSAs, totally Ten Revenue Districts were covered namely as Trichy, Perambalur, Pudukkotai, Karur, Ariyalur, Thanjavur, Thiruvarur, Madurai, Theni and Dindugal Districts.

REVIEW OF LITERATURE

Research into the role and effect of Job Satisfaction factors and its Relationship with Job Satisfaction in organizations is opening up a new and exciting area of study.

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).

A study by Mosammod Mahamuda Parvin & Nurul Kabir (2011) tested factors affecting job satisfaction for pharmaceuticals companies. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, they are able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees’ job satisfaction.

A study by Lai Chai Hong et al., (2013) explain on the studies that have been executed, the researcher selected four factors which might be affect the employees’ level of job satisfaction which were work environment, pay and salary, fairness and promotion criteria. The result showed that there was a significant relationship between salary, work environment, promotion and level of job satisfaction. However, there was no significant relationship between fairness and level of job satisfaction since the p>0.05. Salary displays a strong relationship with the level of job satisfaction where the significance was 0.00 (p <0.05). It was followed by work environment (0.005) and fairness (0.015).

Ibrahim, Sejini and Qassimi (2004) did a research study titled Job Satisfaction and Performance of Government Employees in UAE that investigated into the relationship between performance, personal variables and job satisfaction. The researchers randomly selected nine units of total 60 Federal and local Government units in the UAE from which 382 employees' managerial and non-managerial positions formed the sample of the study. The researchers reviewed several standardized questionnaires and adopted 30 statements that reflected the main core of alternative facets of job satisfaction (pay, fringe benefits, supervision, promotions, and work itself) and considerations of modern work environment (internal control systems and procedures). Each respondent was expected to indicate the extent to which he/she was satisfied with 30 items dealing with different aspects of their jobs. The findings showed that age, gender and marital status had no effect on overall job satisfaction or its facets (that is pay and benefits, professional development and work environment). The results also indicated that pay and benefits has no significant effect with relation to age, gender and marital status.

Job satisfaction has been described as a complicated and multi-faceted construct (Lagace et al., 1993). This is because individuals differ in the way they perceive satisfaction. Hence, Taber and Alliger (1995), for example, emphasized that to understand overall job attitudes, researchers must examine the principal tasks and activities in which employees engage. Nevertheless, the most accepted and common facets of job satisfaction are the satisfactions with pay, promotion opportunities, coworkers, supervision, and the work itself (Smith et al., 1969). These five job facets typically account for a substantial amount of the variance in overall job satisfaction (Kinicki et al., 2002).
The study by Gopinath & Shibu, (2014a) 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 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 by Gopinath & Shibu, (2014b).This research explored that the Human Resource Development Practices influencing Job Satisfaction with special reference to BSNL, Trichy SSA. The BSNL has a clear, fair and well Appraisal and Reward policy, which makes the employees, were highly satisfied Gopinath & Shibu, (2014 c).

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 organization, so the needs to further study.

OBJECTIVE OF THE STUDY

1. To know the relationship of impact between Job Satisfaction factors and Job Satisfaction of employees in the study unit.
2. To know the level of job satisfaction among BSNL employees in the study unit.

HYPOTHESES OF THE STUDY

The present study tested the following Null hypotheses.

NH-1: There is a no significant difference between Job Satisfaction factors correlate with overall Job satisfaction among BSNL employees in Thanjavur, Trichy and Madurai SSA.

NH-2: There is a no significant difference between factors determine Job satisfaction among BSNL employees.

PERIOD OF THE STUDY

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

RESEARCH METHODOLOGY

Sample Frame

For conducting this research a sample of 300 employees in BSNL, Trichy SSA, Thanjavur SSA and Madurai SSA. Each SSA carried 100 samples by Stratified Random Sampling methods.
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. Correlation and Multiple Linear Regression were used in this study.

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.

FINDINGS

NH- 1: There is no significant difference between Job Satisfaction factors correlate with overall Job satisfaction among BSNL employees in Thanjavur, Trichy and Madurai SSA.

Table-1: Pearson Correlation Matrix for Job Satisfaction factors among BSNL employees in Thanjavur SSA

<table>
<thead>
<tr>
<th>Factors</th>
<th>Work</th>
<th>Supervision</th>
<th>Pay</th>
<th>Promotions</th>
<th>Co-Workers</th>
<th>Over all Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervision</td>
<td>0.857*</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay</td>
<td>0.379*</td>
<td>0.427**</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotions</td>
<td>0.386*</td>
<td>0.357**</td>
<td>0.371**</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-Workers</td>
<td>0.899**</td>
<td>0.798*</td>
<td>0.427**</td>
<td>0.317**</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Over all Job Satisfaction</td>
<td>0.879**</td>
<td>0.831**</td>
<td>0.684**</td>
<td>0.724**</td>
<td>0.889**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Source: Primary Data

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
Table-2: Pearson Correlation Matrix for Job Satisfaction factors among BSNL employees in Trichy SSA

<table>
<thead>
<tr>
<th>Factors</th>
<th>Work (1.000)</th>
<th>Supervision</th>
<th>Pay</th>
<th>Promotions</th>
<th>Co-Workers</th>
<th>Over all Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervision</td>
<td>0.946**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay</td>
<td>0.437**</td>
<td>0.466**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotions</td>
<td>0.242*</td>
<td>0.321**</td>
<td>0.344**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-Workers</td>
<td>0.871**</td>
<td>0.810**</td>
<td>0.484**</td>
<td>0.257**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over all Job</td>
<td>0.853**</td>
<td>0.875**</td>
<td>0.686**</td>
<td>0.639**</td>
<td>0.842**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table-3: Pearson Correlation Matrix for Job Satisfaction factors among BSNL employees in Madurai SSA

<table>
<thead>
<tr>
<th>Factors</th>
<th>Work (1.000)</th>
<th>Supervision</th>
<th>Pay</th>
<th>Promotions</th>
<th>Co-Workers</th>
<th>Over all Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervision</td>
<td>0.847**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay</td>
<td>0.381**</td>
<td>0.419**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotions</td>
<td>0.323*</td>
<td>0.357**</td>
<td>0.362**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-Workers</td>
<td>0.923*</td>
<td>0.799**</td>
<td>0.415**</td>
<td>0.317**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over all Job</td>
<td>0.881**</td>
<td>0.824**</td>
<td>0.692**</td>
<td>0.719**</td>
<td>0.892**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Source: Primary Data

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Table -4: Level of Job Satisfaction of Employees in BSNL, Trichy, Thanjavur & Madurai SSA

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Trichy</th>
<th>Thanjavur</th>
<th>Madurai</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
</tr>
<tr>
<td>Low Level</td>
<td>1</td>
<td>1.0</td>
<td>4</td>
</tr>
<tr>
<td>Moderate Level</td>
<td>54</td>
<td>54.0</td>
<td>54</td>
</tr>
<tr>
<td>High Level</td>
<td>45</td>
<td>45.0</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

NH-2: There is no significant difference between job satisfaction factors that determine job satisfaction among BSNL employees.

### Table 5: Analysis of Multiple Linear Regression - Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.813*</td>
<td>0.619</td>
<td>0.608</td>
<td>5.328</td>
</tr>
</tbody>
</table>

* a. Predictors: (Constant), Co-Workers, Pay, supervision, work, Promotion

### Table 6: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>5</td>
<td>113358.373</td>
<td>935.756</td>
<td>&lt;0.001b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>822</td>
<td>61.750</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>827</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* a. Dependent Variable: Job Satisfaction

### Table 7: Analysis of Multiple Linear Regression - Co-efficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Co-efficients</th>
<th>Standardized Co-efficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>40.714</td>
<td>0.921</td>
<td>26.380</td>
<td>&lt;0.001**</td>
</tr>
<tr>
<td></td>
<td>work</td>
<td>0.455</td>
<td>0.070</td>
<td>6.309</td>
</tr>
<tr>
<td></td>
<td>supervision</td>
<td>0.679</td>
<td>0.051</td>
<td>0.458</td>
</tr>
<tr>
<td></td>
<td>Pay</td>
<td>0.280</td>
<td>0.052</td>
<td>0.338</td>
</tr>
<tr>
<td></td>
<td>Promotion</td>
<td>0.542</td>
<td>0.051</td>
<td>0.281</td>
</tr>
<tr>
<td></td>
<td>Co-Workers</td>
<td>0.987</td>
<td>0.098</td>
<td>0.322</td>
</tr>
</tbody>
</table>

* Dependent Variable: Job Satisfaction

**ANALYSIS AND DISCUSSION OF RESULTS**

**Pearson Correlation Matrix**

As shown in the table-1, the inter correlation are tested for job satisfaction factors among BSNL employees in Thanjavur SSA based on the Pearson Correlation Matrix. It 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 Promotion and work, Co-Workers and Supervision are rejected at 5% of level. Hence, it is concluded that there is significantly related between job satisfaction factors of BSNL with overall job satisfaction of employees in Thanjavur SSA.

As shown in the table-2, the inter correlation are tested for job satisfaction factors among BSNL employees in Trichy SSA based on the Pearson Correlation Matrix. It 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 Promotion and work is rejected at 5% of level. Hence, it is concluded that there is significantly related between job satisfaction factors of BSNL with overall job satisfaction of employees in Trichy SSA.
is significantly related between Job Satisfaction factors of BSNL with overall Job satisfaction of employees.

As shown in the table-3, the inter correlation are tested for Job Satisfaction factors among BSNL employees in Madurai SSA based on the Pearson Correlation Matrix. It 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 Promotion and work is rejected at 5% of level. Hence, it is concluded that there is significantly related between Job Satisfaction factors of BSNL with overall Job satisfaction of employees.

Levels of Job Satisfaction

As shown in the table-4, Level of Job Satisfaction of Employees in Trichy SSA. Only 1% employee have low level in Job satisfaction, 54% Employees have moderate level of Job Satisfaction and 45% Employees have their Job Satisfaction in high level to the organisation. Level of Job Satisfaction of Employees in Thanjavur SSA. 4% employees have low level in Job satisfaction, 54% Employees have moderate level of Job Satisfaction and 42% Employees have their Job Satisfaction in high level to the organisation. Level of Job Satisfaction of Employees in Madurai SSAs. Only 2% employees have low level in Job satisfaction, 53% Employees have moderate level of Job Satisfaction and 45% Employees have their Job Satisfaction in high level to the organisation.

Analysis of Linear Regression

As shown in the table-5, the multiple linear regression model summary shows that the R value 0.813 and $R^2$ value 0.619. Therefore, the independent factors are contributing 61.9% on Job satisfaction. As shown in the table-7, Analysis of Multiple Linear Regression Coefficients shows the value of Work (Beta=0.341, t=6.309, P<0.001), Supervision (Beta=0.458, t=10.187, P<0.001), Pay (Beta=0.338, t=3.466, P<0.001), Promotion (Beta=0.281, t=8.031, P<0.001) and Co-worker (Beta=0.322, t=15.228, P<0.001). Independent factors constant value = 40.714, t value = 26.380 and P value = <0.001. From the Multiple Linear Regression analysis, based on independent factors Beta value, all the independent factors are significant to determine the job satisfaction. So the null hypotheses rejected.

Analysis of Variance

As shown in the table no.6, there is a significant variance between job satisfaction factors determine job satisfaction, since the P value is significant at 1% level.

FINDINGS AND CONCLUSIONS

The results from the table-1, 2 & 3 in three SSAs, there is a significant difference between Job Satisfaction factors associated with overall Job satisfaction of the BSNL employees in Thanjavur, Trichy and Madurai SSA. So null hypothesis is rejected. The results from table-4, 54% Employees having moderate level of Job Satisfaction among the BSNL, Trichy SSA and Thanjavur SSA.45% Employees having their Job Satisfaction in high level to the BSNL, Trichy SSA and Madurai SSA. From the previous study by Rashid Saeed et.al.,(2013) to test all the possible factors that can affect telecom sector employees in job satisfaction. Through the results it was inferred that
the factors affecting job satisfaction were very well explained and in order to make business better
great care and attention should be given to the employees. From the results that were obtained it can
be said that the key factors that contribute to employee satisfaction are promoting, pay, fairness and
working conditions. From the study, the researcher found that work, pay, promotion, supervision and
coworkers are the factors determine the job satisfaction. This is widely seeing in through moderate
level of Job Satisfaction. But nearly 50% of Employees having their Job Satisfaction in high level.
From the multiple linear regression analysis result, factors determine job satisfaction in good level.

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