Is Promotion and transfer helps to Employee’s Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using modeling
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ABSTRACT
The present study investigates that the Promotion and Transfer 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. To examine the Promotion and Transfer 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. Based on the findings, Promotion and Transfer influence the Job Satisfaction, because 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: Promotion and Transfer, Job Satisfaction and JDI Scale.

1. Introduction
Promotion refers to upward movement in present job leading to greater responsibilities, higher status and better salary. Promotion may be temporary or permanent depending upon the organizational requirement. In the corporate sector employee promotions doesn't make much difference as that of in government sector. In the government the word promotion is the ultimate desire for an employee for the service rendered by him in the organisation and this is the only way for an employee career development in the government sector. Promotion is the ultimate motivating factor for any employee because moves employee forward in hierarchy of concern organisation added with additional responsibility, higher respect, honour, with increase in grade pay and allowances. Transfer refers to the shifting of employees form one job to another within the same organization where salary, responsibilities and category of the new job and the previous job are almost same. Transfer of an employee can be done in other department of the same plant or office or to the same department of plant or office located in another region/city.

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 and 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 and corner of the country and operates across India except New Delhi and 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, Pondycherry, Salem, Thanjavur, Tirunelveli, Madurai, Tuticorin, Vellore, and Virudhunagar SSA.

2. Review of literature

Anderson et al., (1981) considered the role of differing perceptions of promotion systems and suggested that environmental, organizational and workforce characteristics influence both actual mobility and employee perceptions of their mobility within organisation; their study considered the nature and form of promotion system and how these systems operate.

Friedman (1986) considered the rules and procedures that form the basis of succession systems and that can be applied to the broader promotion systems found in organisations.

Jackson et al., (1989) suggested that organisation characteristics influences HRM practices (such as promotion system characteristics). They explained that an organisation characteristic (such as industry, size, business strategy and unionization) influences personnel practices in organisation although they did not discuss promotion practices in particular in their article.

Morrison and Von Glinow (1990) stated that a small but increasing number of organisation have implemented practices to support and develop managerial and professional for women. These organisations have reported positive outcomes such as increasing numbers of women now participating in key training and development activities increased in the number of women on the short list for promotion and increased in the numbers of women achieving more senior positions.
Ferris et al., (1992) developed a comprehensive model of antecedent and outcomes of promotion systems. Surveys were used to collect data on antecedent factors such as industry type, degree of centralization and formalization, firm size, strategy, and degree of unionization. The survey tool also collected information on outcomes, including factors such as return on investment, turnover, and the perceived fairness of the system. The type of promotion system in a company was determined from four survey responses: whether the company had a) a promotion from within philosophy, b) a time-in-grade requirement, c) a fast track promotion system, and d) a mentoring program.

Gopinath and Shibu (2014 a and 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 and Shibu (2014 c).

3. Objectives of the study

To know how the Promotion and Transfer influence Job Satisfaction factor with special reference to BSNL employees.

3.1 Hypothesis of the study

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

- $H_1$: Promotion and Transfer has a positive impact on job satisfaction in terms of work.
- $H_2$: Promotion and Transfer has a positive impact on job satisfaction in terms of supervision.
- $H_3$: Promotion and Transfer has a positive impact on job satisfaction in terms of pay.
- $H_4$: Promotion and Transfer has a positive impact on job satisfaction in terms of promotion.
- $H_5$: Promotion and Transfer has a positive impact on job satisfaction in terms of co-workers.

3.2 Period of the study

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

4. Methodology

4.1 Sample frame

The universe of the study is 4640 employees of BSNL which consists of executives and non-executives, technical and 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.

4.2 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.

4.3 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.

4.4 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.

4.5 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.

4.6 Results and findings

Table 1: Results of Measurement Model – Promotion and Transfer(PT) and Job Satisfaction

<table>
<thead>
<tr>
<th>Regression Weights</th>
<th>Standardized Loadings</th>
<th>Standard Error</th>
<th>t-value</th>
<th>P&lt;.001</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT5 &lt;--- Promotion and Transfer</td>
<td>.814</td>
<td>-</td>
<td>-Æ</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT8 &lt;--- Promotion and Transfer</td>
<td>.778</td>
<td>.041</td>
<td>22.797</td>
<td>0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT9 &lt;--- Promotion and Transfer</td>
<td>.595</td>
<td>.041</td>
<td>18.182</td>
<td>0.001</td>
<td>0.892</td>
<td>0.735</td>
</tr>
<tr>
<td>PT6 &lt;--- Promotion and Transfer</td>
<td>.611</td>
<td>.044</td>
<td>17.920</td>
<td>0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT3 &lt;--- Promotion and Transfer</td>
<td>.523</td>
<td>.036</td>
<td>15.155</td>
<td>0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W3 &lt;--- Work</td>
<td>.596</td>
<td>-</td>
<td>-Æ</td>
<td>-</td>
<td>0.834</td>
<td>0.631</td>
</tr>
<tr>
<td>W4 &lt;--- Work</td>
<td>.653</td>
<td>.091</td>
<td>12.578</td>
<td>0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W6 &lt;--- Work</td>
<td>.688</td>
<td>.071</td>
<td>8.992</td>
<td>0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S2 &lt;--- Supervision</td>
<td>.566</td>
<td>-</td>
<td>-Æ</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Is Promotion and Transfer helps to Employee’s Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using Modeling

Gopinath R

Table 2: Results of Model Fit for Measurement Model – Promotion and Transfer and Job Satisfaction

<table>
<thead>
<tr>
<th>Fit indices</th>
<th>Acceptable Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2_{(151)} = 444.993$</td>
<td>Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement</td>
</tr>
<tr>
<td>CMIN ($\chi^2$/df) = 2.9469 (p &lt; .000)</td>
<td>More than 0.90</td>
</tr>
<tr>
<td>GFI = .953</td>
<td>More than 0.90</td>
</tr>
<tr>
<td>AGFI = .935</td>
<td>More than 0.95</td>
</tr>
<tr>
<td>CFI = .946</td>
<td>More than 0.90</td>
</tr>
<tr>
<td>TLI = .932</td>
<td>More than 0.90</td>
</tr>
<tr>
<td>NFI = .921</td>
<td>More than 0.90</td>
</tr>
<tr>
<td>IFI = .947</td>
<td>More than 0.90</td>
</tr>
<tr>
<td>RMR = .034</td>
<td>Less than 0.050</td>
</tr>
<tr>
<td>RMSEA = .046</td>
<td>Less than 0.080</td>
</tr>
</tbody>
</table>

The measurement model of ‘promotion and transfer 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 $\chi^2_{(151)} = 444.993$, p = .000, GFI = .953, AGFI = .935, NFI = .921, CFI = .946, TLI = .932, IFI = .947, RMSEA = .046 and RMR = .034, which indicated a good fit. The t-values for the loadings were high, demonstrating adequate convergent validity.

Table 3: Results of Path Model – Promotion and Transfer and Job Satisfaction

<table>
<thead>
<tr>
<th>Regression Weights</th>
<th>Standardized Loadings</th>
<th>Standard Error</th>
<th>t-value</th>
<th>P&lt; .001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work</td>
<td>Promotion and Transfer</td>
<td>.471</td>
<td>.023</td>
<td>8.286</td>
</tr>
<tr>
<td>Supervision</td>
<td>Promotion and Transfer</td>
<td>.717</td>
<td>.024</td>
<td>9.900</td>
</tr>
<tr>
<td>Pay</td>
<td>Promotion and Transfer</td>
<td>.705</td>
<td>.026</td>
<td>10.960</td>
</tr>
</tbody>
</table>

*a* Indicates a parameter fixed at 1.0 in the measurement model.
Is Promotion and Transfer helps to Employee’s Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using Modeling

| Promotion | <--- | Promotion and Transfer | .787 | .047 | 17.409 | 0.001 |
| Co-Workers | <--- | Promotion and Transfer | .634 | .023 | 6.753 | 0.001 |

The results of structural model analysis showed that as hypothesized, promotion and transfer (t-value = 8.286, p = .000) had positive and significant relationship with work and therefore H1 was supported. The model revealed a positive and significant effect of promotion and transfer (t-value = 9.900, p = .000) on supervision and therefore H2 was supported. Promotion and Transfer (t-value =10.960, p = .000) had strong influence on pay, thereby H3 was supported.

Significant and positive effect of promotion and transfer (t-value =17.409, p = .000) on promotion supported H4. Promotion and Transfer (t-value = 6.753, p = .000) was significantly related to co-workers. Hence, support was found for H5. Table No. 4 lists the hypotheses results.
Is Promotion and Transfer helps to Employee’s Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using Modeling

Gopinath R

Figure 1: Promotion and Transfer and Job Satisfaction

Table 4: Hypothesis Results

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Relationship</th>
<th>Supported/Not supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁</td>
<td>Promotion and Transfer - Work</td>
<td>Supported</td>
</tr>
<tr>
<td>H₂</td>
<td>Promotion and Transfer –Supervision</td>
<td>Supported</td>
</tr>
<tr>
<td>H₃</td>
<td>Promotion and Transfer - Pay</td>
<td>Supported</td>
</tr>
<tr>
<td>H₄</td>
<td>Promotion and Transfer - Promotion</td>
<td>Supported</td>
</tr>
<tr>
<td>H₅</td>
<td>Promotion and Transfer –Co-Workers</td>
<td>Supported</td>
</tr>
</tbody>
</table>

4.7 Discussions

4.7.1 Job Satisfaction with regard to Work

Employees are also satisfied in terms of work with regard to promotion and transfer policies. This is because of equal opportunity is given by the management for the promotion in all the departments as well as there is a clarity and transparency in promotion policy and transfer policy.

4.7.2 Job Satisfaction with regard to Supervision

Employees are also satisfied in terms of supervision with regard to promotion and transfer policies. This is because of fair and justice adopted in promotion and transfer policies followed by BSNL with regard to employee’s supervision satisfaction.

4.7.3 Job Satisfaction with regard to Pay

Employees are also satisfied in terms of pay with regard to promotion and transfer policies. This is because of equal opportunity is given by the management for the promotion in all departments as well as there is a clarity and transparency in promotion policy as well as transfer policy. It implies that the pay and performance are closely linked.

4.7.4 Job Satisfaction with regard to Promotion

Employees are also satisfied in terms of promotion with regard to promotion and transfer policies. Since BSNL follows effective policies on promotion and transfer, the management will find no difficulty in the process of indentifying right candidate at the time of promotion. It implies that promotion will be given to the appropriate candidate without any bias. So the bias free promotion gives employees satisfaction with regard to promotion.

4.7.5 Job Satisfaction with regard to Co-Workers
Employees are also satisfied in terms of co-workers with regard to promotion and transfer policies. It implies that there is a uniformity and transparency in the polices of the promotion and transfer. It shows that all the employees are evaluated on the same platform at the time of promotion. Further it is clear that the criteria and weightages are same to the all employees, which is the base for the promotion.

5. Conclusion

This research study made an effect to analysis the impact of job satisfaction on Promotion and Transfer 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 HRD practices with the employees. BSNL has a transparent, quick widely accepted promotion and transfer policy, which makes the employees were highly satisfied.

Acknowledgement

At this moment of accomplishment, I express my heartfelt gratitude to Dr. SHIBU. N. S., Head and 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.

6. References


Is Promotion and Transfer helps to Employee’s Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using Modeling

Gopinath R


