

Is the Employee Health and Safety Related to Job Satisfaction? An Inquiry into BSNL Employees with Special Reference 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 Employee Health and Safety 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 Employee Health and Safety 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, Employee Health and Safety having positive relationship into Job Satisfaction, because employees perceived good Health and Safety. Some important implications for future research are also derived from the study.*

Keywords: *Employee Health and Safety, Job Satisfaction & JDI Scale.*

I. Introduction

The scope of health and safety includes protection of the worker's well-being, social and psychological as well as physical. Social well-being may be affected by the organisation of work, such as space, working time patterns, isolation; psychological well-being (psychosocial hazards) may be affected by factors such as workload and speed, stress at work, monotony, lack of social contacts, absence of collective representation and unfair remuneration. Consequences of an Employee mental health is Psychological Symptoms can affect productivity and life away from work. Most prevalent workplace mental health conditions are Depression, Anxiety and Substance abuse. A Mental health disturbance in thoughts, feelings and perceptions that has a direct affect in day to day functioning. Mental illness affects thinking, mood and behaviour; this is associated with distress and or functional impairment with symptoms varying from mild to severe.

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.

II. Review Of Literature

Rama and Jayaprakash (2012) undertaken to know the satisfaction levels of employees about labour welfare measures in KCP limited (Cement Division). For the purpose of the study, convenience random sampling method is adopted to carry out the study by the researcher. Out of 925 employees, 90 are selected covering almost all the departments. A questionnaire is used for present study to know the opinions of the

employees on each statement. The results of the research reveal that majority of the employees are satisfied with all the welfare measures provided by the organization.

Zanko and Dawson (2012) argued that the growth in the number of specialists in OHS has resulted in an emphasis on policy and practice away from more scholastic concerns previously addressed by academics in the disciplines of psychology and sociology. In this review, the contributions of psychology, sociology, industrial relations and management studies are assessed, and five categories of specialist OHS literature are analysed, namely: prescriptive; systematic OHS management; success based; error and disaster based; and culture, climate and high-reliability studies.

Maria and Nandhini (2013) carried out to analysis the effectiveness of welfare measures in the organisation. The universe of the study was the employees of the organisation; 60 employees were drawn through proportionate stratified random sampling from the population of 150 employees. The questionnaire method was adopted by the researcher for data collection from the employees. The main finding was that the employees were highly satisfied on their welfare measures provided in the organisation.

Rajkuar (2014) noted that Each employer provides welfare measures of varying degrees of importance for Labour force. The social and economic aspects of life of the workers have direct influence on the social and economic development of nation. There is an imperative need to take extra care of the workers to provide both statutory and non-statutory facilities to them. The welfare facilities help to motivate and retain employees.

Jai et al., (2014) identified and understand such challenges, a brief case of acute employee illness in a mental health workplace is described followed by a discussion of salient clinical, administrative, and organizational considerations. The case raises questions about medico legal responsibilities and relationships between clinicians and patients in mental health settings, illuminates tensions between clinical staff and human resources processes, and draws attention to the need for illness prevention and mental health promotion initiatives in the workplace. Increased awareness of these issues, complications, and potential solutions would benefit clinicians, administrators, and mental health institutions.

Keerthi and Panatula (2014) researched targets to know the awareness and satisfactory levels of the provisions of Factories act among the lower class of employees by taking a sample of 50 employees by random sampling method from the total population of lower class of employees in the organisation. The results indicate that the overall awareness levels of the various provisions of the Factories Act, 1948 is not very high but the satisfactory levels with the facilities provided by the organisation seems to be adequate among the sample employees. In simple words, though the sample employees are not very much aware of the facilities they are to be provided by the Factories Act, 1984, they are being provided with adequate health. Safety & Welfare measured by the organisation which is keeping the employees satisfied.

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)**.

III. Objectives Of The Study

To know how the Employee Health and Safety 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 : Employee Health and Safety has a positive impact on job satisfaction in terms of work.

H₂ : Employee Health and Safety has a positive impact on job satisfaction in terms of supervision.

H₃ : Employee Health and Safety has a positive impact on job satisfaction in terms of pay.

H₄ : Employee Health and Safety has a positive impact on job satisfaction in terms of promotion.

H₅ : Employee Health and Safety 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.

IV. 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. 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 – Employee Health & Safety (EHS) and Job Satisfaction

Regression Weights			Standardized Loadings	Standard Error	t-value	P< .001	CR	AVE
EHS2	<---	Employee Health & Safety	.733	-	- ^a	-	0.875	0.640
EHS3	<---	Employee Health & Safety	.695	.051	19.275	0.001		
EHS4	<---	Employee Health & Safety	.793	.059	20.811	0.001		
EHS9	<---	Employee Health & Safety	.628	.057	16.520	0.001		
W3	<---	Work	.594	-	- ^a	-	0.834	0.631
W4	<---	Work	.656	.092	12.545	0.001		
W6	<---	Work	.588	.072	8.982	0.001		
S2	<---	Supervision	.768	-	- ^a	-		
S3	<---	Supervision	.550	.108	11.240	0.001	0.881	0.653
S5	<---	Supervision	.669	.135	12.344	0.001		
PY1	<---	Pay	.562	-	- ^a	-		
PY3	<---	Pay	.629	.079	14.133	0.001	0.875	0.640
PY6	<---	Pay	.460	.068	11.297	0.001		
PR4	<---	Promotion	.759	-	- ^a	-		
PR3	<---	Promotion	.784	.047	22.812	0.001	0.870	0.692
PR2	<---	Promotion	.812	.042	23.501	0.001		
CW3	<---	Co-Workers	.508	-	- ^a	-		
CW1	<---	Co-Workers	.700	.196	10.454	0.001	0.720	0.563
CW4	<---	Co-Workers	.616	.103	7.805	0.001		

^a Indicates a parameter fixed at 1.0 in the measurement model.

The measurement model of ‘employee health & safety 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 $\chi^2_{(135)} = 658.258$, $p = .000$, GFI = .930, AGFI = .902, NFI = .881, CFI = .903, TLI = .877, IFI = 0.903, RMSEA = .065 and RMR = 0.044, 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 – Employee Health & Safety and Job Satisfaction

Fit indices	Acceptable Levels
$\chi^2_{(135)} = 658.258$	
CMIN (χ^2/df) = 4.8759 ($p < .000$)	Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement
GFI = .930	More than 0.90
AGFI = .902	More than 0.90

CFI = .903	More than 0.95
TLI = .877	More than 0.90
NFI = .881	More than 0.90
IFI = .903	More than 0.90
RMR = .044	Less than 0.050
RMSEA = .065	Less than 0.080

Table No.3: Results of Path Model – Employee Health & Safety and Job Satisfaction

Regression Weights			Standardized Loadings	Standard Error	t-value	P< .001
Work	<---	Employee Health & Safety	.446	.029	7.808	0.001
Supervision	<---	Employee Health & Safety	.667	.030	9.371	0.001
Pay	<---	Employee Health & Safety	.660	.032	9.913	0.001
Promotion	<---	Employee Health & Safety	.831	.065	16.730	0.001
Co-Workers	<---	Employee Health & Safety	.528	.029	5.517	0.001

The results of structural model analysis showed that as hypothesized, employee health & safety (t-value = 7.808, p = .000) had positive and significant relationship with work and therefore H₁ was supported. The model revealed a positive and significant effect of employee health & safety (t-value = 9.371, p = .000) on supervision and therefore H₂ was supported. Employee Health & Safety (t-value = 9.913, p = .000) had strong influence on pay, thereby H₃ was supported. Significant and positive effect of employee health & safety (t-value = 16.730, p = .000) on promotion supported H₄. Employee Health & Safety (t-value = 5.517, p = .000) was significantly related to co-workers. Hence, support was found for H₅. Table No.4 lists the hypotheses results.

Fig: Employee Health & Safety and Job Satisfaction

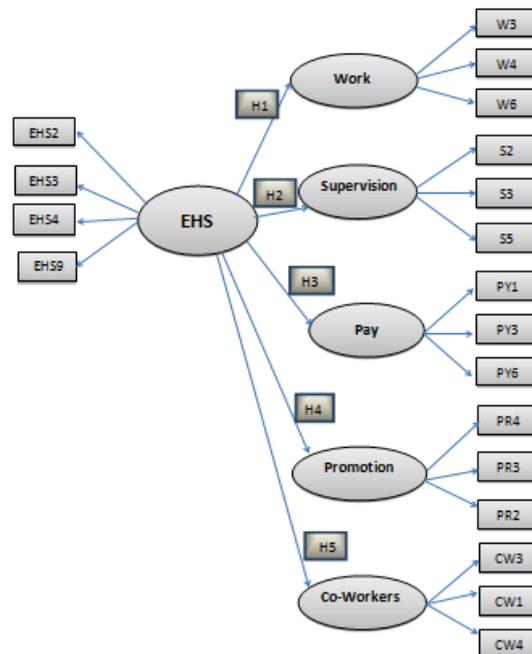


Table No.4 - Hypothesis Results

Hypothesis	Relationship	Supported/Not supported
H ₁	Employee Health & Safety - Work	Supported
H ₂	Employee Health & Safety -Supervision	Supported
H ₃	Employee Health & Safety - Pay	Supported
H ₄	Employee Health & Safety - Promotion	Supported
H ₅	Employee Health & Safety-Co-Workers	Supported

V. Discussions

1) Job Satisfaction with regard to Work

Employee’s work satisfaction is also affected by another HRD practice by the named employee health and safety. This work satisfaction can be possible only when there is conducive work environment. This finding also implies that there is effective safety policy adopted by BSNL that helps effective safety policy adopted by BSNL that helps employees in enhancing the quality of work life.

2) Job Satisfaction with regard to Supervision

Employee's supervision satisfaction is also affected by another HRD practice by the named employee health and safety. This supervision satisfaction can be possible only when there is conducive work environment. This finding also implies that there is effective safety policy adopted by BSNL that helps employees in enhancing the quality of work life.

3) Job Satisfaction with regard to Pay

Employee's pay satisfaction is also affected by another HRD practice (i.e.) employee health and safety. Since there is effective employee health and safety. It minimises absenteeism, Turnover and industrial unrest. So the employees get the job satisfaction with regard to pay.

4) Job Satisfaction with regard to Promotion

Employee's satisfaction with regard to promotion is also affected by HRD practice (i.e.) employee health and safety. The employee feels secure because of effective employee health and safety. This results in development of employees' potentials and competencies. So this improvement in their job profile will help them to grow further in their career.

5) Job Satisfaction with regard to Co-Workers

Co-Workers' satisfaction is also affected by employee health and safety. The company management provides equal health and safety measures to all the employees working in different departments. This will lead to satisfaction among the co-workers. Because they feel that they are being treated equally by the management in terms of providing facilities.

VI. Conclusion

This research study made an effect to analysis the impact of job satisfaction employee health and safety system of the BSNL employees. The job satisfaction of BSNL employee was evaluate by using work, supervision, pay, promotion and co worker in JDI scale. Based on the findings, Employee Health and Safety having positive relationship into Job Satisfaction, because employees perceived good Health and Safety. BSNL has a good employee health and safety system for its employees, which is highly accepted through job satisfaction.

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.

Reference

- [1]. Anjaneyulu, B. S. R. (1970). Teaching Profession and Job Satisfaction. *Educational India*,37(6),185-188.
- [2]. 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.
- [3]. 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.
- [4]. 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.
- [5]. Jai L. Shah., Reena Kapoor, Robert Cole & Jeanne L. Steiner.(2014). Employee Health in the Mental Health Workplace: Clinical, Administrative, and Organizational Perspectives. *Journal of Behavioral Health Services & Research*, 1-8.
- [6]. Keerthi Sriya A & Panatula Murali Krishna. (2014). Status of Provisions of the Factories Act, 1948 - A study at Penna Cement Industries Limited (PCIL), Tadipatri. *IOSR Journal of Business and Management*, 16(3)14-26.
- [7]. Maria, Yesuraja. & Nandhini, Devi. (2013). A Study on Effectiveness of Labour Welfare Measures with Special Reference to ABT Industries-Diary Division. *Global Research Analysis*, 2(12).
- [8]. Rajkuar.(2014). A Study On Labour Welfare Measures And Social Security in IT Industries With Reference To Chennai. *International Journal of Enterprise Computing and Business Systems*, 4 (1).
- [9]. Rama Satyanarayana & Jayaprakash Reddy. (2012), Labour Welfare Measures In Cement Industries In India. *International Journal of Physical and Social Sciences*,2(7).
- [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]. Zanko, M. & Dawson, P. (2012). Occupational health and safety management in organizations: A review. *International Journal of Management Reviews*, 14 (3), 328-344.