PERFORMANCE APPRAISAL AND FACTORS INFLUENCING JOB SATISFACTION WITH SPECIAL REFERENCE TO BSNL, TRICHY

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ABSTRACT

The present study investigates that the Performance Appraisal and Reward influencing Job Satisfaction with special reference to BSNL, Trichy SSA. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs. To examine the level of Performance Appraisal and Reward 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.

KEY WORD: Performance Appraisal, Job Satisfaction, and Reward system,

INTRODUCTION

The basic purpose of performance appraisal has been to prepare a useful feedback to personals so that they can develop their performance. (Peretz, 2010)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 (EkateriniGalanou, 2011).Performance appraisal is the periodic evaluation of an employee's performance measured against the job's stated or presumed requirements (George Terry 2012). 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. The BSNL Tamil Nadu Telecom Circle office is situated in Chennai as like state Headquarters, it is further divided in to Secondary Switching Areas 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, Trichy, Tuticorin, Vellore, and Virudhunagar SSA. The study comprises in Trichy SSA, five Revenue Districts were covered namely Trichirappalli, Ariyalur, Pudukottai, Karur and Perambalur Districts.

REVIEW OF LITERATURE

According to Andrew (2017), commitment of all employees is based on rewards and recognition. Lawler (2010) argued that prosperity and survival of the organizations is determined through the human resources how they are treated. Most of organizations have

gained the immense progress by fully complying with their business strategy through a well balanced reward and recognition programs for employee.

Laksmi.G (2016), "Performance Management & Appraisal System in an Organisation" the method outlined in this study showed managers a simple and logical way that they can analyze and validate both the positive and negative aspects of their fuzzy mental impressions. It then showed them how to communicate the information in a way that builds the employee's self-esteem, confidence, and desire to do well. It can be used in several different ways depending on the organisations vision for improving performance-related information and communication.

OBJECTIVE OF THE STUDY

1. To know the demographic profile of employees working in BSNL, Trichy SSA.
2. To identify the relationship between Performance Appraisal and Reward and Job satisfaction of employees working in BSNL, Trichy SSA.
3. To know the level of job satisfaction among employees working in BSNL, Trichy SSA.

RESEARCH METHODOLOGY

The methodology of the study is based on the primary data as well as secondary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. For conducting this research a sample of 100 employees in BSNL, Trichy. Both executives and non-executives group are included male and female and their age group is 25 to 56 years. A pilot study was carried out to revise the questionnaires and for item analysis. The validity and reliability of the questionnaires were measured. The internal consistencies of scale were assessed through computing Cronbach's Alpha. The questionnaire shows the reliability value ranging from 0.6 to 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.

RESULTS AND DISCUSSION

Table 1: Distribution of study subjects by characteristics

Sl. No.	Characteristics	Groups	Frequency	Percentage
1	**Age Groups**	25-34	9	9.0
		35-44	36	36.0
		45-54	40	40.0
		Above 55	15	15.0
2	**Cadre**	Executive	57	57.0
		Non Executive	43	43.0
3	**Gender**	Male	64	64.0
		Female	36	36.0
4	**Education qualification**	Diploma	12	12.0
		Graduate (Technical)	34	34.0
		Graduate(Non Technical)	32	32.0
		Post Graduate	22	22.0
5	**Nature of Job**	Technical	69	69.0
		Non Technical	31	31.0
6	**Years of Service**	0-10	9	9.0
		11-20	41	41.0

		21-30	38	38.0
		More than 30	12	12.0
7	**Monthly Income**	35001-50000	54	54.0
		50001-70000	43	43.0
		More than 70000	3	3.0

Source: Primary Data

Table: 2
Descriptive Statistics

Characteristics	N	Mean	Std. Deviation
Age Groups	100	2.61	0.852
Cadre	100	1.43	0.498
Gender	100	1.36	0.482
Education qualification	100	2.64	0.959
Nature of Job	100	1.31	0.465
Years of Service	100	2.53	0.822
Monthly Income	100	2.49	0.559
Performance Appraisal and Reward	100	72.66	11.254
Job Satisfaction	100	89.36	4.215

Source: Primary Data

Table:3
Level of Job Satisfaction of Employees in BSNL, Trichy

Job Satisfaction	Frequency	Percent
Moderate Level	57	57.0
High Level	43	43.0
Total	100	100.0

Source: Primary Data

As shown in above table 3, Level of Job Satisfaction of Employees in BSNL. 57% Employees having moderate level of Job Satisfaction & 43% Employees having their Job Satisfaction in high level to the organisation.

Table: 4
Association between Performance Appraisal and Reward regard to Job Satisfaction by using t-test

Items	N	Mean	Std. Deviation	t-Value	P-value
Performance Appraisal and Reward	100	72.66	11.254	14.231	<0.001**
Job Satisfaction	100	89.36	4.215		

Source: Primary Data   *** significant at 1% level*

Since, P -value is less than 0.001 at the 1% level of significance. Hence, it is concluded that there is no significant difference between Performance Appraisal and Reward regard to Job satisfaction.

CONCLUSION

This study reveals a diverse aspect of a practical operation of human resource management in BSNL Trichy SSA. It shows that human resource planning; the most critical element of personnel function is emerging. The task of acquiring sound and credible employees belongs to the Human Resources Management (HRM). Since, HRM is a known field under the concept of management, it is expected that several theories, models and tools have been developed to promote its manifestations.

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