

**EMPLOYEE ROLE SATISFATION – A STUDY WITH REFERENCE  
TO PUBLIC AND PRIVATE SECTOR TELECOM IN  
VIJAYAWADA, KRISHNA DIST. AP. INDIA**

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**Abstract**

This study is based on primary data with of 210 sample respondents 105 each from BSNL and Airtel companies operating at Vijayawada Andhra Pradesh. An attempt is made in this paper to examine the employee role satisfaction at their work place at Bharat Sanchar Nigam Limited (BSNL) and Airtel companies. The objective of this research paper is to present an analysis on role satisfaction in sample organizations. Statistical tools like simple percentages, and Chi-square test were used to analyse the data collected.

**Keywords:** Role, Role satisfaction, HRD organization, BSNL, Airtel.

**Introduction:** People are the real assets of an organization provided treated well they can take organizations to commending heights. Organizations are generally driven by a set of predetermined goals and they employ physical, financial and human resources in order to achieve the goals. These goals have no meaning unless people understand the underlying philosophy, translate them into concrete action plans and put their hearts while realizing the targets. Organizations thus depend on people for the achievement of the objectives and goals, in the same passion, people need organizations based on these concepts every organization create role for every individuals based on their education and experience.

**Role**<sup>1</sup>: A person being in position in an organization performs certain functions as per expectations of role setters is called role. Role is defined clearly by role analyst to avoid confusion in the organization. A series of exercises were designed by Pareek in 1974 to improve role effectiveness. As a member of the organization, an individual is assigned certain duties and activities, and is given a certain position or status, and he performs certain functions. These duties, positions and functions may be termed as his 'Role' in the organization and constitute an important component of the individuals situation. A role has certain prescribed aspects it carries with it, a commitment to do

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<sup>1</sup> Ram Kumar Balyan & suman Balyan, *Human Resource Development*, Himalaya Publishing House, New Delhi, 2012. pp 138-139.

certain things and not to do certain other things. Finally, there are certain things that the individual may or may not behave that is permitted but not demanded. All these components of an individual's role are largely defined by the expectations and beliefs of other members of his 'role set'. The role set of every individual is that small group of persons with whom the member is directly associated due to the type of work flow and technology and the line of authority. The role set of an individual in the organization typically includes his immediate superior, his subordinates and certain members of his own or other departments with whom he must work in tandem

**DEFINITION OF ROLE SATISFACTION:** Role satisfaction is defined as the degree of satisfaction of psychological needs in one's role in an organization. Researchers have identified basic human needs as achievement, affiliation, influence, control, extension and dependence. (McClelland, 1975 and Pareek, 1981)<sup>2</sup>

It was proved that those individuals whose need for achievement is satisfied will exhibit better performance (Ekramul Hogue and Hasanth Ali, 1998)<sup>3</sup>

#### **ROLE SATISFACTION VARIABLES**

- **Achievement (AC)** Behavior directed towards competition with a standard of excellence to reach goals.
- **Influence (IN)** Concern to make an impact on others and an urge to develop people.
- **Control (CL)** Behavior of an individual with orderliness and urge to monitor and take corrective action when needed
- **Affiliation (AF)** Establishing and maintaining close, personal relationships and tend to express one's emotions.
- **Extension (EX)** Showing concern for others, interest in super-ordinate goals and the urge to be relevant and useful to others.

**Review of Literature:** The review of literature has been presented in order to assess the importance of role of employee and role satisfaction in the organizations, companies especially in telecommunication sector as there are very few studies conducted so far in this area, however, a few important studies have been presented here.

❖ **George Rodrigues & Purushothama Gouda**<sup>4</sup>, in their paper conclude that by provision of better physical facilities, strengthening the reward system, maintaining better interpersonal relations, job security and promotions facilities enhances level of satisfaction that leads to better organizational climate.

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<sup>2</sup> **McClelland and DC**, "Motivational Paradigm of Development" Journal of social Issues, 1975. Vol. 24 No. 2 pp 112-115.

<sup>3</sup> **Hogue E and Ali H**, "Achievement Motivation and Performance of Public Sector Commercial Bank Employees in Bangladesh" Indian Journal of Industrial relations, 1998 Vol 33 No. 4 pp 497-503.

<sup>4</sup> **George Rodrigues & Purushothama Gouda** "A study of organizational climate in Professional college library and information centre in mangalore city" Annals of Library and information studies, Vol 58. March 2011. Pp 24-33.

- ❖ **Ajay solkhe, & nirmal chowdar<sup>5</sup>**, In their paper, concluded that their is a significant relationship between job satisfaction and HRD climate and any positive change in HRD climate and its components will bring about positive changes in job satisfaction and in turn the organizational performance in positive manner.
- ❖ **Metail<sup>6</sup>** in his paper “Empirical study on employee Job satisfaction and retention in pune” employee role satisfaction is one’s attitude to work his role in an organization (positive/negative) satisfaction in his work and work environment, employee attitudes and values influence their behavior positive outlook and backup from HR helps modify behavior resulting in more satisfaction in his/her role.
- ❖ **Somendra Biswas<sup>7</sup>**, in his study pointed that perception of any employee about his/her level of job satisfaction. This paper studies that influence of psychological climate and transformational leadership on job satisfaction which leads to better levels of employee performance. Further, it is postulated that in such a general climate of enhanced employee’s performance, there shall be an increase in organizational effectiveness.
- ❖ **Gopalakrishnan E.R & Saktheivel Murugan M<sup>8</sup>**, in their study, stated that, organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. A sound organizational climate is a long-term proposition, whip provides a type of work environment in which individual feels satisfied or dissatisfied. Satisfaction of individual goals on a long way in determining his efficiency, and concluded that organization can be directly related with his performance in the organization.

**Need for the study:**

In the dynamic and globalized competitive business practice a competent and committed workforce underpins the success of the organization. Today it is very challenging to the organization to retain the employees with the organization, keeping this in view, most of the organizations today are focusing on primarily employee satisfaction than customer satisfaction. This not only retains the employees but also gives employee empowerment and employee role satisfaction. Most of the organizations improve their employee retention through satisfaction of employees in their respective organizations. BSNL and Airtel companies are conducting massive activities for keeping

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<sup>5</sup>**Ajay solkhe, & nirmal chowdary**, “HRD Climate and Job satisfaction, an Empirical investigation, International Journal of Computing and Business Research, May 2011. Vol. 2 Issue 2, p.2

<sup>6</sup> **Metail** “Empirical study on employee Job satisfaction and retention in pune”, Employee First, Customer Next, HR Conclave 2012 proceedings, Himalaya Publishing House, pp 306-313.

<sup>7</sup> **Somendra Biswas**, “Psychological climate and transformational leadership as predictors of organizational effectiveness, management and change”, Vol. 12 No. 2, p.51.

<sup>8</sup> **Gopalakrishnan E.R & Saktheivel Murugan M** A study on organizational climate in Gempack”, Southern Economist, May 1, 2007. P.57.

employee satisfied. Against this background, the researcher has selected this topic in the above mentioned organizations.

**Objectives:** The main purpose of this paper is to evaluate the environment of Role satisfaction activities in BSNL and Airtel companies in Vijayawada. The specific objective are

- A. to assess the employee role satisfaction based on the opinions of the employees in study organizations;
- B. to offer pragmatic suggestions to the organizations for effective implementations of Role satisfaction variables at BSNL and Airtel companies based on the findings of the study

**Methodology:** This study is based on the primary data, as it is related directly to the user (employees). Adequate information has been collected through the structured questionnaire which was administered on the BSNL and Airtel employees. And oral information is also gathered from the employees include the middle level management staff consisting of the heads and staff of the functional departments like production, marketing, human resource, finance and systems (MIS), Engineering, and Customer relations management. The size of the sample was taken as 105 employees at random from the each organization; totaling a sample of 210.

**Limitations:**

- 1) This study has been conducted with only 210 employees of the two organizations
- 2) This is a partial study and has more scope for further research
- 3) This study is only focused on role satisfaction activities which have been conducted at BSNL and Airtel companies at Vijayawada

4) **Discussions and Results**

5) **Table 1. Demographic Factors of respondents**

6)

Demographic Factors		Type of Banks		Total
		Public sector (BSNL)	Private Sector (Airtel)	
Gender	Male	62 (59.1)	74 (70.5)	136
	Female	43 (40.9)	31 (29.5)	74
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
Age	21-30	26 (24.7)	38 (36.2)	64
	31-40	49 (46.7)	43 (40.9)	92

**IJFANS INTERNATIONAL JOURNAL OF FOOD AND  
NUTRITIONAL SCIENCES**

ISSN PRINT 2319 1775 Online 2320 7876

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	41-50	16 (15.2)	16 (15.2)	32
	> 50	14 (13.3)	8 (7.6)	22
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
<b>Education</b>	SSC/Intermediate	7 (6.6)	5 (4.7)	12
	Graduates	32 (30.4)	27 (25.7)	59
	Post Graduates	41 (39.5)	42 (40.0)	83
	Technical	25 (23.8)	31 (29.5)	56
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
<b>Years of Experience</b>	1-5	27 (25.7)	43 (40.9)	70
	6-10	33 (31.4)	35 (33.3)	68
	11-15	25 (23.8)	17 (16.2)	42
	>15	20 (19.5)	10 (9.5)	30
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
<b>Marital status</b>	Married	93 (88.5)	71 (67.6)	164
	Unmarried	10 (9.5)	32 (30.5)	42
	Divorced	Nil	2 (1.9)	2
	Widower	2 (1.9)	Nil	2
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
<b>Salary</b>	Below 10,000	3 (2.8)	6 (5.7)	9
	10001-20000	32 (30.4)	41 (39.5)	73
	20001-30,000	47 (44.7)	52 (49.5)	99

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	30001 and above	23 (21.9)	6 (5.7)	29
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>210</b>
<b>No. of Dependents</b>	None	9 (8.5)	7 (6.6)	16
	One	30 (28.5)	35 (33.3)	65
	Two	28 (26.7)	23 (21.9)	51
	Three	19 (18.0)	13 (12.3)	32
	Four and above	19 (18.5)	27 (25.7)	46
	<b>Total</b>	<b>105</b>	<b>105</b>	<b>20</b>

Source; Field survey

The above table demonstrates the demographic factors of sample respondents. It shows that male respondents are higher than the female respondents working both in public (BSNL) and private (Airtel) sector organizations. Majority of respondents working in the organizations fall in the age group of 31-40, followed by 21-30 age group, and post graduate respondents are higher as compared to other educational groups. In both the organizations employees with 1-5 years and 6-10 years experience are high as compared to other segments of experience. Regarding marital status married people are dominating in both the organizations, respondents having salary levels of Rs.20001-30,000 are high as compared to other income levels in both organizations, and employees with one dependent are in first place with 65 out of 210, followed by two dependents numbering 51.

**Table 1. Doing something challenging and worth while**

<b>S.no</b>	<b>Opinion of Employee</b>	<b>BSNL</b>		<b>Airtel</b>	
		<b>No of respondents</b>	<b>% to total</b>	<b>No of respondents</b>	<b>% to total</b>
1	No Opportunity	29	27.6	40	46.7
2	Very little opportunity	35	33.4	19	18
3	Some opportunity	26	24.7	17	16.2
4	Quite a deal of	10	9.5	14	13.3

	opportunity				
5	Great deal of opportunity	5	4.8	6	5
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 8.750, P-Value = 0.068</b>					

**Source: Primary Data.**

**Provision of Challenging tasks:** Organizations always encourage employees with creativity and challenging tasks. Creativity refers to the process by which novel but situational appropriate out comes brought out. The essence of creativity is the elements of freshness, originality, and novelty that is also appropriate to the context<sup>9</sup>.

Table no. 1 demonstrates the response regarding the statement that doing something challenging and worthwhile in BSNL and AIRTEL companies. It is apparent from the table that majority of the respondents in both companies expressed negative on the statement. It is dissatisfying to observe that 46.7 percent of Airtel respondents as compared to 27.6 percent of BSNL respondents expressed that there is no opportunity to do something challenging and worthwhile, contrary to it 33.4 percent of BSNL against 18.0 percent of Airtel respondents expressed that there is very little opportunity. Against the above tendency, it is stated that some opportunity is available to do something challenging and worthwhile as revealed by 16.2 percent against 24.7 percent of the respondents of the respective companies and quite a good deal of opportunity is there to do something challenging and worthwhile as stated by meagre percentage of 13.3 and 9.5 of the respective companies also.

It can be concluded that the majority of respondents have expressed negative regarding the statement that something challenging and worthwhile as compared to lower percentage who expressed as positive. However, negativeness is very much mixed in nature between two units.

**Statistical analysis** The p-value describes that the employees working in BSNL and AIRTEL are opined in a analogous zeal at a 5% level of significance for the statement “Doing something challenging and worth while”.

**Table 2. Making an impact on others**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	16	15.3	14	13.3

<sup>9</sup> Rao T.V/Varma, KK Vmil, k. Khandelwal, E. Abreham S.J, Human resource development, Rawath publications, Jaipur, 199,P. 131.

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ISSN PRINT 2319 1775 Online 2320 7876

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2	Very little opportunity	40	38.0	49	46.7
3	Some opportunity	31	29.5	19	18.2
4	Quite a deal of opportunity	10	9.5	13	12.3
5	Great deal of opportunity	8	7.7	10	9.5
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 4.537, P-Value = 0.338</b>					

**Source: Primary Data.**

The above table demonstrates the response regarding the statement making an impact on others in BSNL and Airtel companies. It is apparent from the table that majority of the respondents in both companies expressed negative over the statement. It is dissatisfying to observe that 46.7 percent of Airtel respondents as compared to 38 percent of BSNL respondents expressed that there is very little opportunity to the view making an impact on others, contrast to it, 15.3 percent of BSNL respondents against 13.3 percent of Airtel respondents expressed that there is no opportunity. Against the above tendency, it is observed that, some opportunity available to make an impact on others as stated by 29.5 percent and 18.2 percent of respondents of BSNL and Airtel companies respectively, followed by quite deal of opportunity to make an impact on others as stated by meagre percentage of 12.3 and 9.5 of the respective companies also.

It can be concluded that the majority of the respondent units have expressed negative regarding the statement making an impact on others as compared to who expressed positive. However, in between the units the extent of negativeness is mixed in nature.

**Statistical analysis** The above p-value (0.338) make note that for the statement “Making an impact on others” the employees working in both the organizations are opined similarly at 5% level of significance

**Table 3. Getting immediate feedback on your performance**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	18	17.2	6	5.7
2	Very little	20	19.0	13	12.4



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ISSN PRINT 2319 1775 Online 2320 7876

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	opportunity				
3	Some opportunity	33	31.4	27	25.8
4	Quite a deal of opportunity	24	22.9	43	40.9
5	Great deal of opportunity	10	9.6	16	15.2
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 14.858, P-Value = 0.005</b>					

**Source: Primary Data.**

Feedback is an information employee receives about how well they have performed the job, It is very common in today’s business to provide feed-back to the employees it is in the form of written/oral or face-to-face immediate feedback will provide an opportunity to improve the performance of the employees<sup>10</sup>.

The above table demonstrates the response regarding the statement getting immediate feedback on employee performance in BSNL and Airtel units. It is found from the table that majority of the respondents in both the companies expressed positiveness on the statement. It is satisfying to observe that 40.9 percent of Airtel respondents against 22.9 percent of BSNL respondents expressed that there is a quite deal of opportunity to the view getting immediate feed-back on employee performance, contrast to it, 31.4 percent of BSNL respondents against 25.8 percent of Airtel respondents expressed that there is some opportunity. However, 15.2 percent and 9.6 percent of respondents respectively stated that there is a great deal of opportunity to the same above view. Against the above tendency, 19 percent of BSNL as compared to 12.4 percent of Airtel respondents stated that there is a very little opportunity to the view getting immediate feedback on performance, while a 17.2 and 5.7 percent of respondents respectively stated that there is no opportunity to the statement. It can be concluded that the majority of respondents of two selected units have expressed positive regarding the statement getting immediate feedback on employee performance as compared to very less percent who expressed negative. However, in between two units the positiveness is split or mixed.

**Statistical analysis** The p-value and the percentages in the above table clarifies that for the statement “Getting immediate feedback on your performance” the employees working in both the organization i.e., BSNL and AIRTEL are opined statistically significant difference at 0.05 level of significance

<sup>10</sup> PN. Singh, “Employee Relations Management” Pearson Edition, p. 152.

**Table 4. Maintaining close personal relations.**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	7	6.7	8	7.6
2	Very little opportunity	10	9.5	12	11.4
3	Some opportunity	26	24.8	21	20
4	Quite a deal of opportunity	38	36.2	42	40
5	Great deal of opportunity	24	22.8	22	21
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 1.067, P-Value = 0.899</b>					

**Source: Primary Data.**

Employee Relations is concerned with maintaining employer-employee relations that contribute to satisfactory, productivity, motivation and morale essentially, employee relations is concerned with preventing and resolving problem involving individual, which arise out of (or) affect work situations<sup>11</sup>.

The above table demonstrates the response regarding the statement that maintaining close personal relations in BSNL and Airtel companies. It is found from the table that majority of the respondents in both companies expressed positively on the practice. It is gratifying to observe that 40 percent of Airtel respondents as compared to 36.2 percent of BSNL respondents expressed that there is a quite deal of opportunity to the practice of maintaining close relations, contrast to the above, 22.8 percent of BSNL respondents against 21.0 percent of Airtel respondents expressed that there is great deal of opportunity for the practice. Against the above, it is dissatisfying to note that 24.8 percent of BSNL against 20 percent of Airtel respondents expressed there is some opportunity, closely followed by 11.4 percent of Airtel respondents as compared to 9.5 percent of BSNL respondents expressed that there is very little opportunity to the practice, while a meagre 7.6 percentage and 6.7 percent of respondents of the respective units expressed that there is no opportunity to the practice.

It can be concluded that the majority of respondents of two selected units expressed positive regarding the practice maintaining close personal relations as

<sup>11</sup> Opcit, PN.Singh p 141.

compared to very less percentage who expressed negative. However, in between the units there is a greater amount of mixed reaction among the respondents of two units over the practice.

**Statistical analysis** The above p-value portrays that there is no significant difference in the opinion of the respondents who were working in different organizations for the statement “Maintaining close personal relations” at 5% level of significance.

**Table 5 .Setting standards of excellence.**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	20	19.1	7	6.7
2	Very little opportunity	25	23.8	15	14.3
3	Some opportunity	15	14.3	20	19.1
4	Quite a deal of opportunity	28	26.7	45	42.8
5	Great deal of opportunity	17	16.2	18	17.1
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 13.461, P-Value = 0.009</b>					

**Source: Primary Data.**

The above table demonstrates the response regarding the statement setting standards of excellence in BSNL and Airtel companies. It is found from the table that majority of respondents in both companies expressed positive on work norm. It is satisfying to observe that 42.8 percent of Airtel respondents as compared to 26.7 percent of BSNL respondents expressed that there is a quite deal of opportunity over the work norm of setting standards of excellence, closely followed by 17.1 percent of Airtel as compared to 16.2 percent of respondents expressed that there is great deal of opportunity to the above view, whereas 19.1 percent and 14.3 percent of respondents of the companies respectively expressed that there is some opportunity. However, against the above tendency, 23.8 percent of BSNL respondents as compared to 14.3 percent of Airtel respondents expressed that there is very little opportunity to the work norm of setting standards of excellence, whereas 19.1 percent and 6.7 percent of respondents of the respective units stated that there is no opportunity to the above work norm.

It can be concluded that the majority of respondents of two selected units have expressed positive regarding the work norm setting standards of excellence as compared

to who expressed as negative. However, it is quite gratifying that their work norm is more positive in Airtel as compared to BSNL as per the opinions of the respondents.

**Statistical analysis** Employees working in both the organizations opined not unanimously that for the statement “Setting standards of excellence” as per the significant P-value (0009) of the chi-square test at 5% level of significance.

**Table 6. Giving ideas (or) suggestions to superiors.**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	22	20.9	23	21.9
2	Very little opportunity	34	32.3	30	28.6
3	Some opportunity	13	12.4	22	20.9
4	Quite a deal of opportunity	23	21.9	20	19
5	Great deal of opportunity	13	12.3	10	9.6
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 3.187, P-Value = 0.527</b>					

**Source: Primary Data**

Giving ideas and suggestions to the superiors indicates that healthy relations between the superiors and subordinates, it also indicates that the organization is following free flow of communications.

The above table demonstrates the response regarding the statement giving ideas (or) suggestions to superiors in BSNL and Airtel units. It is found from the table that majority of the respondents in both companies expressed negative on the statement. It is dissatisfying to observe that 32.3 percent of BSNL respondents as compared to 28.6 percent of Airtel respondents expressed that there is very little opportunity to work practice of giving suggestions to the superiors, conversely, 21.9 percent of Airtel respondents against 20.9 percent of BSNL respondents expressed that there is no opportunity over work practice, against some opportunity available give suggestions to superiors as stated by 20.9 percent and 12.4 percent of the respondents of the respective companies, followed by quite a deal of opportunity to give ideas (or) suggestions to

superior as stated by meagre percentage of 22.9 and 21.9 of the respectively of respective companies.

It can be concluded from the analysis that majority of respondents of two selected units have expressed negative regarding the work practice of giving suggestions to the superiors as compared to who expressed positive. However, in between two units there is mixed reaction regarding the level of dissatisfaction.

**Statistical analysis** Since the P-value of chi-square is greater than 0.05, the level of significance so it concludes that there is no association between the statement “Opinion on given ideas (or) suggestions to superiors” and the type of the subscriber in which employees are working.

**Table 7. Sharing feelings and emotions with others.**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	8	7.6	14	13.3
2	Very little opportunity	15	14.3	11	10.4
3	Some opportunity	22	20.9	13	12.3
4	Quite a deal of opportunity	50	47.6	48	45.7
5	Great deal of opportunity	10	9.5	19	18
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 7.400, P-Value = 0.116</b>					

**Source: Primary Data.**

This is common practice in any organization, to share emotions, feelings and ideas which will help the people to acquire the new knowledge, and solve the many problems and sharing of the feelings and emotions in a discipline environment. It is part of employee healthy relations.<sup>12</sup>

The above table demonstrates that the response regarding the statement sharing feelings and emotions with others in BSNL and Airtel units. It is found from the table that majority of respondents in both companies expressed positive on the above statement. It is satisfying to observe that 47.6 percent of BSNL respondents against 45.7 percent of Airtel respondents expressed that there is a Quite deal of opportunity over the

<sup>12</sup> R. Wayne Mondy, Human Resource Management, Pearson edition. p. 386.

work practice of sharing feelings and emotions with others, whereas by 20.9 percent of BSNL respondents against 12.3 percent of Airtel respondents who expressed that there is some opportunity to the above view, followed by 14.3 percent of BSNL against 10.4 percent of Airtel respondents companies stated that there is very little opportunity .

It can be concluded that the majority of the respondents expressed positive regarding the fact sharing feelings and emotions with others as compared to those who expressed negative among the respondents of the two units. However, in between the unit mixed opinion prevailed over the work practice.

**Statistical analysis** Employees working in BSNL and AIRTEL opined that sharing feelings and emotions with others gives a good opportunity for the company to grow. Further as per the P-value of the chi-square it makes sense that the opinion is not statistically significantly differ.

**Table 8 Efficiency was rewarded.**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	18	17.1	14	13.3
2	Very little opportunity	13	12.4	12	11.4
3	Some opportunity	18	17.1	15	14.3
4	Quite a deal of opportunity	39	37.2	45	42.8
5	Great deal of opportunity	17	16.2	19	18.1
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 1.352, P-Value = 0.852</b>					

**Source: Primary Data.**

In modern organizations efficient people are always rewarded with financial and non-financial benefits otherwise there is chance of the problem of employee retention.

The above table demonstrates the response of the respondents regarding the practice of rewarding efficiency in BSNL and Airtel companies. It is found from the table that majority of people expressed positive in both companies. It is satisfying to observe that 42.8 percent of Airtel respondents against 37.2 percent of BSNL respondents expressed that there is quite a deal of opportunity to the view efficiency was rewarded, followed by 18.1 percent of Airtel respondents against 16.2 percent of BSNL respondents expressed that there is a great deal of opportunity. Contrast to the above, 17.1 percent

against 14.3 percent of respondents of the respective companies expressed there is some opportunity to adhere to and follow the practice.

Followed by, 17.1 percent of BSNL respondents as compared to 13.3 percent of Airtel respondents expressed that there is no opportunity to the above same view, while a meagre 12.4 percent and 11.4 percent of respondents respectively expressed that there is very little opportunity to the view that efficiency was rewarded.

It can be concluded that majority of respondents expressed positive regarding the fact that efficiency was rewarded as compared to those who expressed negative over the statement. However, in between units there is wide gap of mixed reaction.

**Statistical analysis** The Chi-square value(1.352) of the above table and its corresponding insignificant P-value(0.852) divulges that there is no significant impact on the statement “Shows that efficiency was rewarded” and the type of industry i.e., the opinion of the employees working in the two different industries was more or less same.

**Table 9. Communication protocol from top to bottom and bottom to top**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	44	42	36	34.3
2	Very little opportunity	15	14.3	14	13.3
3	Some opportunity	18	17.1	24	22.9
4	Quite a deal of opportunity	20	19.0	18	17.1
5	Great deal of opportunity	8	7.6	13	12.4
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 2.987, P-Value = 0.560</b>					

**Source: Primary Data.**

Communication plays vital role in every aspect in the organization, as superiors always communicating with subordinates about the duties and other tasks however, in few organizations and subordinates communicating to the upper levels in the form of ideas and suggestions, in a bigger organizations communication is fairly, equally and two way communication in place for the successful sharing of information as it leads to quick sharing of information and easily solving of issues in the organizational hierarchy<sup>13</sup>.

The above table demonstrates that response regarding the statement communication protocol from top to bottom and bottom to top in BSNL and Airtel. It is

<sup>13</sup>R. Mitchel “People in Organizations understand their behavior” McGraw hill Edition, pp. 214-215.

apparent from the table that majority of the respondents in both companies expressed negative on the statement. It is dissatisfying to observe that 42 percent of BSNL respondents against 34.3 percent of Airtel respondents expressed that there is no opportunity to the view that communication from top to bottom and bottom to top, followed by 14.3 percent of BSNL respondents against 13.3 percent of Airtel respondents who expressed that there is very little opportunity over the practice.

Contrast to the above, quite a deal of opportunity is there as stated by 19 percent of BSNL against 17.1 of Airtel respondents of respective companies.

It can be concluded that the majority of respondents of two selected units have expressed negative regarding the work practice of communication protocol from top to bottom and bottom to top as compared to who expressed as positive. However, in between units BSNL has more negative as compared to Airtel.

**Statistical analysis** The p-value depicts that the employees working in BSNL and AIRTEL are opined unanimously i.e., both the industries does not exploit Communication protocol from top to bottom and bottom to top sufficiently at a 5% level of significance.

**Table 10. Making contributions to significant decisions**

S.no	Opinion of Employee	BSNL		Airtel	
		No of respondents	% to total	No of respondents	% to total
1	No Opportunity	10	9.5	13	12.4
2	Very little opportunity	15	14.3	19	18
3	Some opportunity	20	19.1	14	13.4
4	Quite a deal of opportunity	33	31.4	31	29.5
5	Great deal of opportunity	27	25.7	28	26.7
<b>Total</b>		<b>105</b>	<b>100</b>	<b>105</b>	<b>100</b>
<b>Chi-Sq = 2.001, P-Value = 0.736</b>					

**Source: Primary Data.**

In modern business organization it is very common in corporate companies that the top management invite the new ideas (or) new concepts while taking significant decisions as part of organizational culture.



The above table demonstrates the response regarding the statement making contributions to significant decisions in BSNL and Airtel. It is apparent from the table that majority of the respondents in both companies expressed positive on the above statement. It is gratifying to observe that 31.4 percent of BSNL respondents against 29.5 percent of Airtel respondents expressed that there is a quite deal of opportunity to the practice that making contributions to significant decisions, conversely 26.7 percent of Airtel respondents against 25.7 percent of BSNL respondents who expressed that there is great deal of opportunity over the practice..

Against the above tendency, 18.0 percent of Airtel respondents as compared to 14.3 percent of BSNL respondents expressed that there is very little opportunity to the practice, while a meagre 12.4 percent and 9.5 percent of respondents expressed that there is no opportunity over the same statement.

It can be concluded that the majority of respondents expressed positive regarding the fact that making contributions to significant decisions as compared to who expressed negative over the statement. However, there is mixed reaction between the units as positiveness is more in BSNL as compared to Airtel.

**Statistical analysis** The significant p-value(0.736) and the percentages in the above table illuminates that for the statement “Communication protocol from top to bottom and bottom to top” the opinion of the employees who were working in AIRTEL and BSNL are not significantly differ 5% level of significance

### **Findings of the study:**

- 1) It is observed that majority of the respondents in both units endorsed a negative view to the statement that doing something challenging and worth while, It is dissatisfying to observe that out of total sample respondents 46.7 percent of Airtel against 27.6 percent of BSNL expressed that there is no opportunity, whereas meagre percentage of 13.3 and 9.5 of the respective companies stated that there is quite deal of opportunity. It can be concluded from the analysis that majority of respondents of two selected units have expressed negative as compared to those expressed as positive.
- 2) It is found that the respondents of the two selected units stated a negative on the statement that making an impact on others. It is dissatisfying to observe that 46.7 percent of Airtel respondents against 38 percent of BSNL respondents expressed that there is very little opportunity, whereas a meagre percentage of 12.3 and 9.5 of the respective companies stated positive.
- 3) It is observed that majority of the respondents endorsed a positive on the statement that getting immediate feedback on performance. About 40.9 percent of Airtel respondents as compared to 22.9 percent of BSNL respondents expressed that there is quite a deal of opportunity, whereas 17.2 and 5.7 percent of

- respondents respectively stated that there is a no opportunity. It can be concluded from the analysis that in between two units the positiveness is split mixed.
- 4) It is found that about 40.0 percent of Airtel respondents as compared to 36.2 percent of BSNL respondents who expressed that there is quite deal of opportunity to the practice maintaining close relations, whereas a meagre 7.6 percentage and 6.7 percent of respondents respectively expressed that there is no opportunity to the practice. It is also found from the analysis that in between the units thus is greater amount mixed reaction among the respondents of two units and the practice.
  - 5) It is found from the analysis that difference of opinions existed between the units that majority of respondents in Airtel endorsed a positive note to the work statement, whereas greater part of the BSNL respondents stated negative to the statement that setting standards of excellence as 42.8 percent of Airtel respondents as compared to the 26.7 percent of BSBL respondents expressed that there is a quite deal of opportunity, whereas 19.1 percent and 6.7 percent of respondents respectively stated that there is no opportunity to the above work norm. It can be concluded from the above analysis that it is quite gratifying that their work norm is more positive in Airtel as compared to BSNL as per the opinions of the respondents.
  - 6) It is dissatisfying to observe from the analysis that greater part of the respondents in both the units stated negative to the statement that giving ideas or suggestions to superiors. It is found that out of total sample respondents about 32.3 percent of BSNL as compared to 28.6 percent of Airtel expressed that there is very little opportunity. It can be concluded from the analysis that in between two units there is mixed reaction regarding the level of dissatisfaction.
  - 7) It is found from the analysis that greater part of the respondents who expressed positive to the statement that sharing feelings and emotions with others. It is evident that about 47.6 percent of BSNL respondents as compared to 45.7 percent of Airtel expressed that there is a quite deal of opportunity, whereas a meagre 13.3 percent as compared to 7.6 percent of respondents of the companies expressed that there is no opportunity for the same view. It is also found that in between the units mixed opinion prevailed over the work practice.
  - 8) Regarding the statement efficiency was rewarded as majority of the respondents stated positive. It is observed that 42.8 percent of Airtel respondents against 37.2 percent of BSNL respondents expressed that there is Quite a deal of opportunity, while a meagre 12.4 percent and 11.4 percent of respondents respectively expressed that there is very little opportunity to the view that efficiency was rewarded. It can be concluded from the analysis that in between units there is wide gap of mixed reaction.

- 9) Regarding the statement that communication protocol from top to bottom and bottom to top, it is dissatisfying to observe majority of the respondents in both the units stated negative to the work practice. About 42.0 percent of BSNL respondents against 34.3 percent of Airtel respondents expressed that there is no opportunity whereas 19.0 percent of BSNL against 17.1 of the respondents stated it is a quite deal of opportunity. It can be concluded from the analysis that the majority of respondents of two selected units have expressed negative as compared to who expressed positive. However, in between units BSNL is more negative as compared to Airtel.
- 10) It is observed from the study that 31.4 percent of BSNL respondents against 29.5 percent of Airtel respondents expressed that there is Quite a deal of opportunity, while a meagre 12.4 percent and 9.5 percent of respondents expressed that there is no opportunity. It is also found that there is mixed reaction between the units and positiveness is more in BSNL as compared to Airtel. **Suggestions:**
- 1) As majority 27.6 percent of BSNL against 46.7 percent of Airtel respondents stated that no opportunity is there for doing something challenging and worth while. Hence it is suggested that the Airtel and BSNL management shall have to provide, challenging assignments in order to break the sense of monotony, boredom, frustration etc to which the employees are subjected to. Such exercise will be of great help to know the potentiality of the employees, so that it is convenient for the organization to cope with the challenging tasks.
  - 2) Study revealed that 38.0 percent of BSNL respondents as compared to 46.7 percent of Airtel respondents expressed that there is very little opportunity, on the statement making an impact on others. Hence it is suggested the BSNL and Airtel managements have to create an environment conducive to make an impact on the people, where it leads to new employees acting as role models. Then superior and subordinates relations will be strong and team work will also be developed.
  - 3) It is found in the study that 32.3 percent of BSNL respondents as compared to 28.6 percent of Airtel expressed that there is very little opportunity to the work practice of giving ideas and suggestions to superiors. Against the above observation, it is suggested the top management of BSNL and Airtel have to pay special attention and appropriate steps should be taken to involve the subordinates in decision making process and to ensured an egalitarian culture is built within the organization to prevent ego conflicts and also develop the culture of free exchange of thoughts among subordinates.
  - 4) As 42.0 percent of BSNL as compared to 34.3 percent of Airtel respondents expressed that there is no opportunity to communicate upward, the top management must concentrate on free flow of communication; efforts should also be made to communicate from top to bottom and bottom to top. (free flow of communication). Such arrangement of free flow of communication will certainly

facilitate to exchange their feelings, problems and thoughts with the management and superiors, otherwise employees will not share anything with the top management and thus, leads to communication gap and misunderstanding in the organization, as 42.0 percent of BSNL as compared to 34.3 percent of Airtel respondents expressed that there is no opportunity to communicate upward.

**Scope for further Research:** Employee role satisfaction is an important issue for every organization when employee feels satisfied if he/she can contribute more to the organization's effectiveness and it can be a tool to employee retention. The study can be conducted in related business Telecom Industry only. Employee Role Satisfaction can be studied in other types of industries in India because Employee Role Satisfaction is most important activity to the organization for retaining the talents in the organization.

**Conclusion:** The strong need for higher productivity and performance has been felt in every organization across the world because the competition is very high in every industry. It has become very difficult to increase production or sales due to tough competition. The management is in fix as to what to do and what not to do to increase the profitability of the company. The way to solve this problem is through cost reduction through higher productivity and performance. Also this would keep the employees satisfied, so that they can contribute more and more. The HRD department is responsible to keep the employee satisfaction; this can be possible through proper designing and effective implementation of proper action plans.

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# IJFANS INTERNATIONAL JOURNAL OF FOOD AND NUTRITIONAL SCIENCES

ISSN PRINT 2319 1775 Online 2320 7876

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## PERIODICALS AND REPORTS

- ❖ **Harvard Business Review, Harvard University Graduate School of Business Administration.**
- ❖ **Indian Labour Journal, Indian Labour Bureau**
- ❖ **Personnel Today, National Institute of Personnel Management, Calcutta.**

## Web Resources:

- ❖ **www. Google.com**
- ❖ **[www.hrd/wikipedia.com](http://www.hrd/wikipedia.com)**
- ❖ **[www.hrmguide.com](http://www.hrmguide.com)**
- ❖ **[www.questia.com](http://www.questia.com)**
- ❖ **www.nwlink.com.**